

1. Introduction and Background

The company, Plan Proactive was appointed for the IDP review phase 2003 /4 by the municipality of Kgatelopele to act as project co-ordinator and facilitator in order to prepare the above-mentioned document.

Since the establishment of the Planning & Implementation Management Support Centre (PIMS) at District level; the Municipality decided to review its IDP for the period 2004/5 and 2005/2006, with the assistance of the PIMS Centre. The IDP for the period 2006/2007 was facilitated and compiled by Mr G. Von Möllendorf and Me P. Smit. The IDP for the period 2007\2008 was facilitated by Mr Von Möllendorf and compiled by Me P. Smit and Mr M. Kotze. The IDP for the period 2008/2009 was facilitated by Me M. von der Mollen and compiled by Me P. Smit. The IDP review phase and compilation for 2009/10 was compiled by Me P Smit G Von Möllendorf as well as

the IDP for the financial year 2010/2011. The IDP review phase for the period 2011/12 was compiled by Mr Von Möllendorf and Me P Smit. IDP for the next financial year 2012/2013 was done by Mr Von Möllendorf and Me P Smit. IDP for the financial year 2013/2014 the IDP was done by Mr G Von Möllendorf and Me P Smit.

Please note that for any information on the previous review phases, the Kgatelopele Municipality can be contacted.

1.2 The Legal Policy framework of the IDP

- For the purpose of this IDP Review phase and document, the initial document informed the process. The Municipality reviewed its IDP in accordance with the Municipal Systems Act (32 Of 2000). The following were taken into consideration during the IDP Review phase:

- MEC comments & Provincial assessment (NC Dept. of Housing & Local Gov)
- Self evaluation & Assessment
- New information / changes of circumstances

Due to limited time & resources the Municipality decided to focus its attention on the reviewing, amendments & corrections of:

- Issues, objectives, strategies
- Projects (completed & new ones)
- Alignment between phases
 - Developing of and updating of integrated plans (where possible)
 - Development of new sector plans (according to funds & capacity available)

In the new dispensation Local Authorities fulfil a very important developmental role as far as the transformation is concerned. The Integrated Development Plan is an important developmental tool to assist the municipality in this regard. The

purpose of an IDP is to provide a tool to arrive at sustainable planning and delivery decisions. These decisions refer to municipal budgets, land management, socio-economic development, institutional performance and management as well as environmental issues. Strategies regarding the above-mentioned issues and the implementation thereof form the basis hereof.

The IDP would, however, not only direct the Local Authority but also align all other

role players as far as their roles are concerned. These role players refer to other spheres of government, the private sector, N.G.O's and/or any other development institutions. At the basis of this process lies budget procedures prepared in order to finance certain developmental issues within certain timeframes, by specific agents identified to perform the task.

The participatory approach and process is one of the corner stones of this planning procedure. The IDP process therefore should reflect the priority issues/ needs of the municipality and the residents within the wider municipal area.

The alignment of all the role-players and/or sectors present in the process is of utmost importance. Each and every stakeholder should understand his responsibility during the preparation phase of the document and the implementation thereof.

The establishment of an IDP would result in:

- More effective use of scarce resources;
- Speeding up of delivery;
- Attracting additional funds;
- Strengthening of democracy;
- Overcoming of apartheid legacy; and
- Promotion of Intergovernmental Co-ordination.

The life span of an IDP is five years, but minor annual amendments are recommended. The following laws and directives have been used as guidelines in preparing this document:

The Municipal System Act 2000

stipulated that each municipal area has to provide an IDP and certain guidelines in this regard;

The "IDP Guide Pack" is provided by the Department of Provincial and Local Government that prescribes the process and the establishment of an IDP in detail;

Any other act and/or legislation regarding any of the sub-sectors/issues such as the environment, health, LED, etc.

What the IDP will achieve

Kgatelopele Municipality's IDP provides a framework which the municipality can plan, budget, programme, implement and monitor its performance. The IDP plan is the result of a process of engagement with the municipality and communities, as well as regional, provincial and national stakeholders. In this IDP we aim to:

Establish a long –term vision encapsulating the priorities of the elected Council;

articulate how the Municipality aims to

address and align with the National objectives of shared growth, reduction of poverty and social inclusion;

determine the strategic priorities guiding the actions of the Municipality for the next 5 years through linking and coordination between sectoral strategies;

Aligning financial and human resources with implementation needs;

set out a strategically informed programme of action for the Medium-term Revenue and Expenditure Framework;

Strengthening the focus on sustainable development;

Provide the basis for annual and medium-term budgeting;

Guide Council's development decision-making;

enable legislative compliance; and

Provide a monitoring and evaluation framework of the IDP.

1.4 What makes the 2nd Generation IDP different?

This IDP takes the work of the post-2002 IDP and its reviews forward in the following important ways:

This IDP is not being prepared in isolation but takes into account the harmonisation initiatives from National and Provincial government as well as the range of national and provincial development policies and plans.

There is recognition that the municipality's strategic approach is sound and requires continuity;

It follows that this IDP provides strategic continuity that allows existing running projects and programmes to retain delivery momentum;

Various sectoral plans have been completed and now inform the IDP while others will be completed during this IDP's lifespan.

1.5 Developing the IDP: The Process Plan

Section 28 (1) of the Municipal Systems Act compels a Municipal Council to adopt "a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan" – the Process Plan. The preparation process or drafting of the Process Plan is the responsibility of municipal management and needs to include the following issues according to Section 29(1) of the Act:

Roles and responsibilities of the different role players in the IDP process have to be clarified in advance and internal human

resources have to be allocated accordingly; Organisational arrangements have to be established and decisions on the membership of teams, committees or forums have to be made;

A programme needs to be worked out which sets out the envisaged planning activities, a time frame and the resource requirements for the IDP process. Such a detailed programme of the planning process is crucial to keep track of the process and to interact with the different role-players;

Special attention has to be paid to the mechanisms and procedures for community and stakeholder participation during the planning process. This must also be in line with the provisions of Chapter 4 of the Municipal Systems Act, 2000;

Mechanisms and procedures for alignment with external stakeholders such as other municipalities, District Municipality and other spheres of government also need

special attention. These alignment activities have to be decided on a mutual binding basis, through a joint Framework for the interactive planning process which requires preparation well in advance.

The identification of all binding plans and planning requirements binding on the Municipality in terms of national and provincial legislation; and

A cost estimate for the whole planning process.

Since the promulgation of the Municipal Financial Management Act (Act 56 of 2003) it is vital to align the IDP Process (S28 of MSA) with the Performance Management Process (Municipal Planning and Performance Management Regulations (Ch3, 2(g)) and the Budgeting Process (S 21, 22 and 23 of MFMA).

1.6 Process Plan

ROLES AND RESPONSIBILITIES

During the composition and the annual review of the Integrated Developing Plan specific roles and responsibilities were drawn up for all parties involved in the process. The first aim of this is to ensure that all involved, know what is expected of them. Secondly this way of working ensures that all the tasks and objectives can be achieved for the set dates seeing that the different people involved will be kept responsible for the tasks they have been given.

According to the above-mentioned, decisions were made on the following roles and responsibilities.

The Council

- Consider and accept the planning of the process
- Consider, accept and approval of IDP

The Councillors

- Must motivate their identified Communities to participate.
- Must be part of the IDP meetings in their area.

IDP Manager

The Council has decided that Mr. G. von Möllendorf be tasked to manage the process during the preparation phase of the document and the implementation phase thereafter.

The IDP Manager is responsible for the:

- Preparation of the Process Plan;
- Day to day management of the planning process;
- Chairing of the Steering Committee; and
- Managing the consultants;
- Is responsible and accountable for the IDP process.
- To nominate persons for different roles in the IDP process.
- Preparing of the IDP

- Make sure that all role-players are involved
- Co-ordinate the participation of the community
- React on inputs from the public
- Ensure thorough documentation of the process.
- Amend the IDP on request from the MEC
- Annually review the IDP

The IDP Steering Committee

The Steering Committee is a technical working team consisting of Departmental Heads within the municipality. These individuals would be involved in preparing technical reports and information, formulation of recommendations and to prepare certain documents.

This committee would be chaired by the IDP Manager and would also be responsible for the secretariat.

The following officials have been nominated:

- * Technical Services
- * Corporate Service Manager
Mr G. Von Möllendorf
- * Admin Officer
Me P. Smit

The IDP Representative Forum

This forum guarantees public participation and a consultative approach during the IDP process. The nomination of role players should be such that all levels and interested groups in the society are represented. Proper participation and communication should be guaranteed.

The Mayor or any individual appointed should chair this forum and the secretariat should be performed by the IDP Steering Committee. The following Councillors have been nominated on the forum:

Cnlr G. Kgoronyane

Cnlr PM Mgcera

Cnlr A Visser

Cnlr A Adams

Cnlr C Joseph

Cnlr G McCarthy

Cnlr W Cornellisen

Cnlr H Sehularo

The following Community Organisations / Stakeholders are represented:

Idwala Lime Mine

PPC Lime Mine, De Beers Finch Mine

ANC Local Branch

Daniëlskuil Cultural Group

Daniëlskuil Combined School

Kuilsville Senior Secondary School

Carlentjie Pre-Primary School

Kuilsville Senior Secondary School

Department of Social Services

Persons with disability

ACVV

SAPD

Department Welfare (Local)

Church Groups

Sport Groups

Cultural Groups

Tourism Committee

Ward Committees

SALGA

Dept of Corporative Government and Human

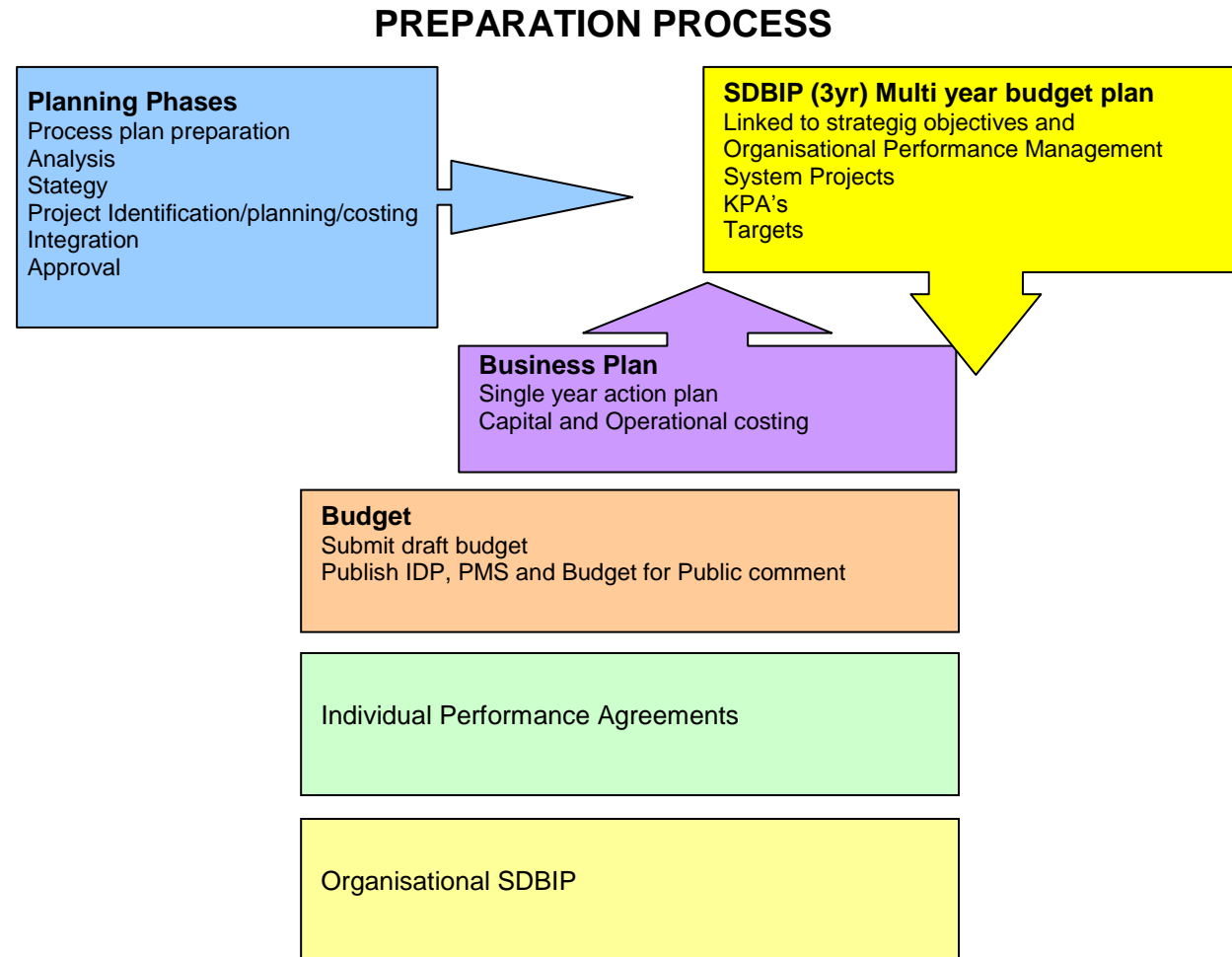
Settlements Affairs

Siyanda District Municipality

Department of Environmental Affairs

NB: It was decided that in order to save time and to achieve a transparent and well-aligned participation process, the above-mentioned committees should meet together if and when necessary.

The following figure diagrammatically indicates the inter- relation with the Performance management system and SDBIP



The above process indicates the legally prescriptive process.

1.7 Municipal Transformation and Institutional Development

1.7.1 Sphere of government, constitutional mandate powers and functions including Kgatelopele municipality

Background to spheres

Local government is recognised in the Constitution as a separate sphere of government and not as a functional responsibility of another sphere. The Constitution does, however, give the national and the provincial government a responsibility of capacitating and strengthening the ability of local government to perform functions assigned to it.

Local government as the sphere of government closest to the concerns of local residents is entrusted with key functions and in implementing the reconstruction and development programme. The notion of developmental local government as described in the White Paper on Local Government can be traced back to the Constitutional mandate of local government. The Constitution entrusts local government to:

"Provide democratic and accountable local government for local communities;
Ensure the provision of services to communities in a sustainable manner
Promote social and economic development;
Promote a safe and healthy environment; and
Encourage the involvement of communities and community organisations in matters of local government".

Municipal mandate powers and functions

The Constitution entrusts municipalities with a governance role, a service delivery role, a planning and community development role and a socio-economic development role.

The division of local government powers and functions between the Siyanda district municipality and the municipality are organised in such a way as to conduct business and provide services according to local needs and the prescriptions of the various Acts governing local government.

Section 156 of the Constitution lists the powers and functions of municipalities.

They have executive authority over all local government matters listed in Part B of Schedule 4 and Part B of Schedule 5 and any other matter assigned to them by national or provincial government.

Key local government service delivery functions include water and sanitation, refuse removal, electricity reticulation, roads and storm-water drainage.

The Municipality is responsible for internal service functions (e.g. delivery of water, electricity and sanitation directly to the household).

Municipal fiscal powers and functions are detailed in section 229 of the Constitution. A municipality may impose rates on property and surcharges on fees for services provided by it or on its behalf. It may also impose other taxes, levies and duties authorised by national legislation with the exception of income tax, value-added tax, general sales tax or customs duty.

1.7.2 Legislative Mandates

Constitutional Mandate

National Constitution

Section 154(1), (government) by legislative and other measures, must support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions.

Section 155(6), the role of provincial government is explicitly defined in relation to the establishment of municipalities that must:

- provide the monitoring and support of local government in the province; and
- Promote the development of local government capacity to enable municipalities to perform their functions and manage their affairs.

Section 139(1), states that: "When a municipality cannot or does not fulfil an executive obligation in terms of legislation, the relevant provincial executive intervene."

National Legislative Mandate

Local Government Laws Amendment Bill, 2005
Development Facilitation Act
White Paper on Basic Household Sanitation
Water Services Act
Local Government White Paper
Municipal Structures Act -Chapter 4
Municipal Systems Act -Chapter 4
Promotion of Access to Information Act
Municipal Property Rates Act, 2004 (Act No. 6 of 2004)
Northern Cape Planning and Development Act, (Act No 67 of ?)
Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
Disaster Management Act, 2002 (Act No 57 of 2002)
Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)
Municipal Electoral Act, 2000 (No. 27 of 2000)
Local Government: Municipal Demarcation Act, 1998 (No. 27 of 1998)
Rationalisation of Local Government Affairs Act, 1998 (Act No. 10 of 1998)
Municipal Statements Act, 1998 18(3) Section 12
Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)
Schedule 6 to the Local Government: Municipal Structures Act, 1998: Identification of Traditional Leaders for purposes of Section 8
Water Services Act, 1997 (Act No. 108 of 1997)
Land Administration Act, 1996 (Act No. 11 of 1996)
Local Government Transition Act, 1993 (No. 209 of 1993)
Fire Brigade Services Act, 1987 (Act No. 99 of 1987)
Division of Land Ordinance (Ordinance 20 of 1986)
Black Communities Development Act, 1984
Local Authorities Capital Development Fund

Ordinance, 1978

Local Authorities Rating Ordinance, 1977

Removal of Graves and Dead Bodies Ordinance, 1925

Agricultural Holdings Registration Act, 1919

Local Authorities Roads Ordinance, 1904

Provincial Legislative Mandate

Town -planning and Townships Ordinance 15 (Ordinance 15 of 1985)

Division of Land Ordinance, 1985 (Ordinance 15 of 1985)

Removal of Restrictions Act, 1996 (Act 3 of 1996)

The responsibility of support to the following statutory bodies dealing with planning and development has also been assigned to the MEC Housing and Local Government in terms of the following legislation:

The Northern Cape Development Appeal Tribunal is establishment in terms of section 15 of the Development facilitation Act, 1995 (Act 67 of 1995)

The Development Appeal Tribunal is established in terms of section 24 of the Development Facilitation Act, 1995 (Act 67 of 1995)

Municipal Powers and functions

See annexure .

1.7.3 Service Level Agreements

In order to achieve better service delivery the Municipality has a shared function in terms of privatising the provision of waste management services. This has been established through a formal service level agreement with EnviroSource – waste management Pty Ltd. This is for duration of 3 years and will be revised/ renewed in September 2009.

Engineering and town planning services are bought in when required; the consulting Engineers and planners are MVD Kalahari and Africon. The local economic development aspect is dealt with internally.

1.7.4 Human Resource Management

In terms of HR development the municipality is in the process of adopting the following:

Code of conduct

Conditions of service

HIV Aids Policy

Wellness Policy

Transfer Policy

Substance Abuse Policy

Smoking Policy

Sexual Harassment Policy

Employment Equity Policy

Recruitment, Screening and Selection Policy

New Employee induction Policy

Occupational Health and Safety

Unauthorised Absence Policy

Benefits Policy

Disciplinary Policy

Grievance Policy

Skills Development Policy

Incapacity: Ill health / injury Policy

Managing Poor performance Policy

Relief Employment Policy

Acting allowance Policy

Relief employment policy

Acting allowance policy

Employee Performance Management Policy

Plans

The workplace skills plan is attached as an annexure to the IDP.

Employment Equity plan is attached as an Annexure to the IDP

The retention strategy and relevant policy document still needs to be developed, the current consultant will be requested to add this to the 08/09 business plan for the WSACD program through DWAF.

1.8 Program

A programme needs to be worked out which sets out the envisaged

planning activities a time frame and the resource requirements for the IDP process. Such a details programme of the process is crucial to keep track of the process and to interact with the different role players.

O	Date	Activity	Org Structure	Comments
1.	31 Aug 2012	Adoption of Process Plan	Council	Formal Approval of Process Plan according to s28(1) MSA
2		Invitation to the 1 st round of IDP For discussions	Mining sector	Invitations were sent out for discussions to arrive at the agreed to the Key Performance Areas, Strategic Objectives and Targets and to discuss the strategic framework and prioritization model for the 5-year capital and operational plans.
3		IDP Rep Forum	IDP Rep Forum	Constitution of IDP Rep Forum, presentation of Municipal Analysis and soliciting community input in terms of the next 5-year period.
4	Ward 1 – 10/03/2013 Ward 2 – 16/10/2012 13/03/2013 Ward 3 – 11/03/2013 Ward 4	Working Session with IDP Community	Community Members	Working session on Strategic Focus Areas, Strategic Objectives and Targets, Institutional Scorecard and Framework for Projects, Operational requirements and Budget prioritization.
5	5 April 2013	Publish draft IDP and Budget for public Comment as well as Programme for Public Consultation on Budget and Capital Programme		
6	27 March 2013	Approval of Draft IDP	Council	
7.	June 2013	Approval of final IDP	Council	

Public Participation plan

Special attention has to be paid to the mechanisms and procedures for community and stakeholder participation during the planning process. This must also be in line with the provisions of Chapter 4 of the Municipal Systems Act, 2000;

Due to the fact that Kgatelopele Municipality is seen as a dynamic organization that is concerned about its Community, an extensive and complete Integrated Development Planning process has been launched in the various communities.

The target of the Integrated Development Planning process which must be kept in mind throughout the process is as follows:

To develop a planning system through the implementation and aims of the ground development, that will promote community participation as well as to encourage participation and partnership between the government and the community.

To set up a framework in the Municipality whereby the community, other role-players and interested parties will be given the opportunity to identify their own needs and issues as well as plan on how it can be implemented.

1.10 Document structure

This IDP is structured in 7 sections:

- a) Introduction: explaining the background and context to the IDP;
- b) Driving forces behind the IDP;
- c) Analysis: reflecting our understanding of our region and current development status;
- d) Approach: setting out our approach to improve the region;
- e) Strategies: priorities for growing and developing the municipalities within the region ; and
- f) Projects: outlining integrated projects to implement in partnership with stakeholders
- g) Legally required sectoral plans

1. 11 Document Status

In its current format this IDP remains a consultative draft and still has to be finally adopted by after considering final input from all relevant stakeholders by end of May 2013.

2. Driving Forces behind the IDP and Alignment and integration strategy

2.1 Introduction

The municipality is not developing its IDP in isolation. A range of National and Provincial policy documents inform IDP thinking and creates an important context for our own plans and strategies.

Achieving a developmental state is not a responsibility of government alone – let alone local municipalities. In the spirit of the 2003 agreement at the national Growth and Development Summit, stronger social partnerships between government, organised labour, organised business and the community constituency are needed to address the investment, employment and poverty challenges our country faces.

Over the last three years, government has developed a range of intervention approaches to support and guide action on growth and development. The most important of these documents are:

- a) The Ten Year Review: Reflecting on the lessons and experience flowing from the first democratic decade;
- b) Asgi-SA: A framework setting out how South Africa can achieve shared and accelerated growth;

- c) National Spatial Development Perspective: Outlining a spatial approach to the economic development of South Africa;
- d) Northern Cape Growth and Development Strategy: Identifying the key levers for growth in the Province, and

It is also worthwhile to note the Intergovernmental Relations Framework Act, Act No 13 of 2005 that provides a tool for co-ordinating and focusing the combined resources of government. The “negotiations” within and between the spheres of government need to proceed alongside engagements with the community, organised labour, business and state-owned enterprises. Kgatelopele’s IDP will draw extensive on the spirit of this Act in shaping intergovernmental cooperation in moving from strategy to action.

In the sections below we highlight key aspects of the key National and Provincial plans underpinning our IDP.

2.2 National Growth and Development Strategies

Government’s targets for 2014 are:

- Reduce unemployment by half
- Reduce poverty by half
- Provide skills required by the economy
- Ensure that all South Africans are able to fully exercise their constitutional rights and enjoy the full dignity of freedom
- Provide a compassionate government service to the people

- Improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents
- Significantly reduce the number of serious and priority crimes and cases awaiting trial
- Position South Africa strategically as an effective force in global relations

The key tasks in achieving the above targets are:

- To grow the economy and balance increased social spending with higher public spending on economic infrastructure and services.
- Dedicated focus will be paid to government capability, especially that of local government as it operates at the coalface of service delivery, by:
 - Focusing Intergovernmental Relations on service delivery and development outcomes in the context of the Intergovernmental Relations Framework Bill.
 - Ensuring that “Project Consolidate” serves as a catalyst to make the Local Government sphere fully functional through an intergovernmental hands-on support approach.
 - Ensuring that the “peoples contract” be realized through active partnerships between government, communities and the public sector at local level.

- To ensure that integrated sustainable human settlements and resilient and vibrant municipal economies are at the centre of governments objectives.

The above issues need to be reflected in Provincial Growth and Development Strategies and Local and District IDP's.

2.3 National Spatial Development Perspective (NSDP)

In terms of the National Spatial Development Perspective, The Siyanda District area has been classified as a “medium” importance area which means that no significant investment is concentrated in the region.

The NSDP identifies six Categories of Development Potential according to which the national space economy is conceptualized. The outcomes in each of the categories are set out in the table below as taken from the NSDP maps and narrative. The data is classified into the three categories of high, medium and low impact.

Category	Description	DM status
Innovation and experimentation	Production: Labour-intensive, mass-produced goods (more dependent on labour costs and/or natural resource exploitation)	Low
Production: High value, differentiated goods (not strongly dependent on labour costs)	All forms of production that focus on local and/or global niche markets such as manufacturing, and some specialized agricultural or natural resource- based products	Low
Production: Labour-intensive, mass-produced goods (more dependent on labour costs and/or natural resource	Industries in this category, such as iron and steel producers, and agricultural and mining	Medium

exploitation	activities, are highly dependent on proximity or good, cheap transport linkages to the huge volumes of natural resources that they use in their production processes, as well as the availability of greater numbers of unskilled and semi-skilled labour.	
Public services and administration	The processes of production, consumption and circulation need to be organized through business and public management. This category also includes social services such as health, welfare and education.	Medium
Retail and services	Retail, catering and personal services are major components of any economy and a large employer of semi-skilled workers in the major post-industrial economies of the world. The locational requirements for this category are the presence of enterprises and people who are willing and able to pay for goods and services	low
Tourism	Key components of tourism include the need for a tourist-attraction (e.g. eco-scenery, cultural,	Medium

	heritage), good transport routes, safety and, in many instances, high-quality restaurants and hotels	
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Table : Siyanda DM status in terms of the NSDP 2003¹

Whereas the region has been classified as a medium rating area on most of the categories of development potential, it is rated low on innovation and experimentation as well as the production of high value, differentiated goods.

In most cases, the “medium” judgment of the NSDP hides a more comprehensive lack of real potential:

Production: Labour-intensive, mass-produced goods (more dependent on labour costs and/or natural resource exploitation	Mining is in terminal decline. Agriculture has never been a key feature of the local economy. There is no labour intensive manufacturing in evidence – manufacturing is in decline across the board.
Retail and services	This is a growing sector of the economy, but its potential is very limited by the smallness of the market and by the competitive proximity of Kimberley, which has taken a lot of business away from The city.
Tourism	Useful investments have been and are being made in tourism, but the volume of tourists is simply not sufficient to act as a driver of the economy.

The NSDP encourages cities to examine their prospects in spatial terms. It is based on observations on how economic development tends to become concentrated and on how growth and opportunity is very unequally spread in the national spatial economy.² Inequality and deepening social division also

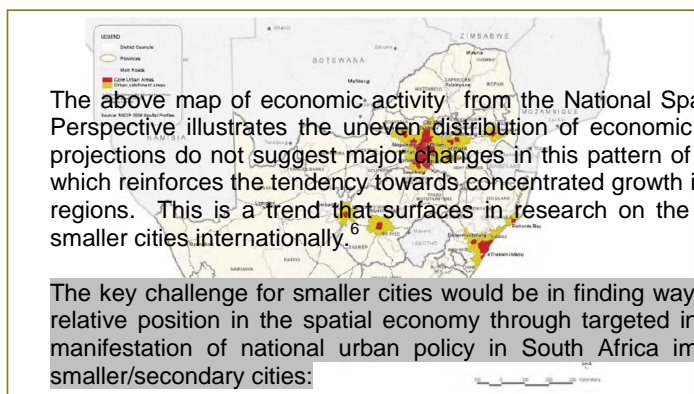
¹ Policy Co-Ordination and Advisory Services, The Presidency (2003) National Spatial Development Perspective (NSDP). March 2003.

² Taylor, P.J., 2004: *World City Network: A global urban analysis*. Routledge

manifest themselves within cities.³ Linked to this trend of deepening inequality and reduced access to opportunity is the growing realisation that entire cities can become isolated and economically irrelevant if they fall outside the geographical areas benefiting from growth.

The degree of economic concentration in South African urban areas is significant; the South African Cities Network⁴ indicates that 21 functional urban areas (which exclude Upington, but include Kimberley), covering 2% of the national surface area, generate nearly 70% of the Geographic Value Added (GVA). In the 1990's the area between Tshwane and Johannesburg generated 24% of Gross Geographic Product growth; on 0.2 of the national footprint.⁵ There is a very real risk that the economies of agglomeration driving the trend of spatial concentration can result in many cities, towns and rural regions that used to be thriving centres of commerce becoming economically marginalised and dependent on state handouts for survival.

Source: National Spatial Development Perspective: 31 May 2006



³ See Castells, Harvey for background to this trend.

⁴ South African Cities Network, 2006: State of the Cities Report 2006.

⁵ Notes from SA Cities Network

⁶ Bell, David and Jayne, Mark, ed., 2006: *Small Cities: Urban Experience beyond the metropolis*. Routledge

Robinson, Jennifer, 2006: *Ordinary Cities: Between Modernity and Development*. Routledge.

Katz, Bruce, May 2006: *Revitalising weak market cities in the U.S.* Brookings Institute.

The national NSDP categorises smaller cities, with few exceptions, as areas of “medium economic potential”. While this assessment is true on the comparative scale of economic activity, it unfortunately becomes negatively reinforced through public investment focussing on areas of high potential. Significantly for The municipality, Kimberley is classified as an area of medium potential, suggesting that state investment decisions will favour it over Upington.

International economic trends favour economic agglomeration at a scale beyond smaller city economies. “New” economic activity requires the efficiency of proximity perhaps even more than manufacturing. This reinforces patterns of urban concentration in primary urban centres at the expense of smaller cities.

Cities located in larger regions with high levels of economic activity tend to do better than isolated urban localities. Until 2000, local government entities in South Africa had very little in common with the functional areas of the urban concentrations they governed. A key international phenomenon is the focus placed on functional regions as the key drivers and locations of economic activity⁷. Urban regions often extend well beyond the border of the Municipality and have an environmental and economic footprint that encompasses a much larger area. Many analytical and intervention approaches are beginning to focus on functional regions and place less emphasis on the city itself. In this context, The District municipality area begins to emerge as a potential satellite region of potential – functional area.

2.4 ASGI-SA:

Through ASGI-SA, national government is planning to invest an estimated R372bn in economic growth.

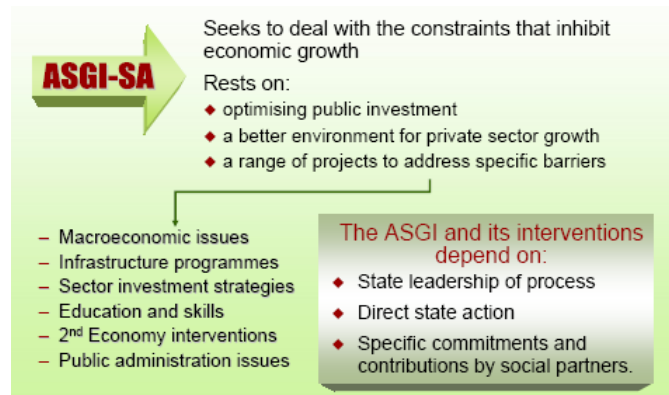
In the Northern Cape 3 specific mega-projects are earmarked in order to ensure a functional area.

“A diamond and gemstone jewellery project in the Northern Cape”;

- “A biofuels initiative that will cover at least Northern Cape, Free State, KwaZulu-Natal, Eastern Cape and Mpumalanga”

⁷ Omae, Kenichi, 2005: *The next global stage: Challenges and opportunities in our borderless world*. Wharton School Publishing

- “A national livestock project that would particularly focus on the Northern Cape and North West”



While these initiatives are important in that they are set to crowd-in major capital investment, they do not respond to the District urban economy directly.

Given the lack of emphasis on the

Siyanda region in the larger national spatial arena, it is imperative to position itself strategically as a transport and service hub, providing alternative access routes. Projects identified in the RPI process address this through the identification of specific strategic projects that aim to locate the region to benefit from ASGI-SA.

It is imperative for Upington to lobby for increased support by the NSDP and ASGI-SA in the provision of support and funding to secondary cities in order to position itself within the national spatial agenda. Given the difficult situation of as a sparsely populated area, it would be best to do this in concert with other towns in the area.

The figure illustrates that ASGI-SA allocates 40% of the R 320 bn to be spent by State Owned Enterprises (SOEs). The District has to ensure that a part of these funds are spent on strategically important investments to improve the connectivity of the region in terms of road, rail, air and telecommunications.

Overall government plans for infrastructure spending totals over R320bn over the current MTEF

- ♦ Further allocations are envisaged going forward
- ♦ Such investment levels have not been seen before since 1994

50%	To be spent by the three spheres of govt
5%	To be spent through Public Private Partnerships
3 - 5%	To be spent by development finance institutions
40%	To be spent by State Owned Enterprises.

2.5 Northern Cape Provincial Growth and Development Strategy 2004 – 2014 (NCPGDS)

The NCPGDS was released in January 2005 and the highlights are captured below as it impacts directly on local government in the province.

The Northern Cape's development vision is:

“Building a prosperous, sustainable, growing provincial economy to reduce poverty and improve social development.”

The two primary development objectives have been identified as:

Promoting the growth, diversification and transformation of the provincial economy.

Poverty reduction through social development.

The achievement of these primary development objectives depends on the achievement of a number of related objectives that, at a macro-level, describe necessary conditions for growth and development. These are:

Developing requisite levels of human and social capital.

Improving the efficiency and effectiveness of governance and other development institutions.
Enhancing infrastructure for economic growth and social development.

To give effect to the Development Vision and Development Objectives, the following series of high-level development targets for economic growth and social development in the Northern Cape were set:

To maintain an average annual economic growth rate of between 4% and 6%;
To halve the unemployment rate by 2014;
To reduce the number of households living in poverty by 5% per annum;
To improve the literacy rate by 50% by 2014;
To reduce infant mortality by two thirds by 2014;
To reduce maternal mortality by two thirds by 2014;
To provide shelter for all by 2014;
To provide clean water to all by 2009;
To provide access to adequate sanitation to all by 2009;
To reduce crime by 10% by 2014;
To stabilize the prevalence rate of HIV and AIDS and begin the reverse by 2014;
To redistribute 30% of productive agricultural land to PDI's by 2015;
To conserve and protect 6,5% of our valuable biodiversity by 2014; and
To provide adequate infrastructure for economic growth and development by 2014.

The NCPGDS also addresses the issue of strengthening local government. In the first decade of democracy, substantial progress has been made towards the transformation of the system of local government. In recent years core systems of development that focus on integrated development planning, service delivery, community participation and performance management have been introduced.

The key objectives of the support strategy are to:

Entrench integrated development planning as an approach;
Improve the capacity of municipalities to plan so as to ensure sustainable, integrated and targeted development and investment;
Improve the implementation capacity of municipalities to ensure effective delivery of services;
Improve inter-sectoral co-operation between provincial departments and municipalities;

Ensure co-ordination and effective implementation of the various support initiatives; and
Support municipalities that have little or no structural capacity.

The key initiatives aimed at targeted support for municipalities to ensure sustainability, integrated service delivery and financial viability include the following:

Inter-governmental Planning Support;
Project Consolidate; and
Local Government Support Programme (MSP).

A multi-dimensional approach to spatial planning and development needs to be adopted in the Province through a Provincial Spatial Development Strategy (PSDS). The PSDS must not only give effect to national spatial development priorities, but must also set out the provincial, regional and local spatial priorities of the Northern Cape. It will guide strategic decisions related to the location and the distribution of resources in time and geographic space.

Strategic elements of the PSDS pertaining to The municipality

Established growth centres

"The major established growth centres are located in the The Kimberley and Upington sub-regions. These are likely to remain the main economic driving forces for the foreseeable future and will continue to attract rural and urban migrants. This growth in population often exceeds the growth of service provision thereby increasing backlogs. The implication of this is that development priorities in these areas should be the reinforcement of growth in established economic sectors through diversification, SMME development and increased levels of service provision."

Land reform areas

"A number of land restitution and redistribution cases in the Northern Cape are in close proximity to the Postmasburg and Upington areas. In most settled cases this has led to services being provided in previously under- or non-served areas. In many cases, the economic potential of land is inadequate as a source for economic livelihoods and this will have to be addressed in any future consideration of infrastructure investment and development. As a result, the development priorities should be maximisation of LED opportunities,

promoting integration and linkages with the surrounding economy and the provision of appropriate levels of service.”

The NCPGDS also addresses the issue of financing growth and development

“Securing adequate financial resources to finance growth and development is a critically important strategic imperative. Clearly, our ability to finance the programmes and projects that would lead to the achievement of our development objectives will be a key determinant of our success. The reality of our collective situation is that, while no single agency has sufficient financial resources to drive growth and development to the extent required, there are a number of relatively well-resourced players that can collectively contribute to the achievement of our collective vision for the economic and social development of the Northern Cape.

However, this will require a high degree of commitment to an inclusive, participatory and well co-ordinated approach to planning for growth and development and to the implementation of programmes and projects that seek to achieve this end. By integrating the programmes and budgets of those institutions that share co-responsibility for promoting growth and development in the Northern Cape, it should be possible to enhance the development impact of their spending in the province.

Through the “equitable share” and alignment of the MTEF with the NCPGDS, through better co-ordination and management of municipal finance and through the integration of national government department spending in the province, it should be possible to streamline public sector spending on growth and development.

The possibility for complementary spending by State Owned Enterprises, the Development Finance Institutions, the private sector and some of the labour unions, and a picture emerges that suggests that it should be possible to do more to finance growth and development initiatives. However, this would require these parties to collectively achieve better levels of co-ordination and co-operation amongst the institutions responsible for growth and development.”

Implementing, monitoring and evaluating the NCPGDS

“Despite the limitations of conditions set by national government, provincial government remains a significant catalyst for economic growth and social development. The NCPGDS is, thus, an important tool to ensure that the development impact of what government and its partners do is maximised.

As a facilitator of economic growth and the major driver of social development, provincial government has to work in partnership with all stakeholders to improve programmes for economic growth and development, to set targets that are achievable and ensure co-ordination of provincial and local government development programmes.

Provincial government must position itself as an enabler of economic growth. Since it cannot bring about increased economic growth and development alone, collaboration with the private sector, the donor community and the relevant national level institutions is essential. Similarly, in social development, government is committed to working closely with all stakeholders to optimise the impact of its programmes and activities.”

In striving to achieve “institutional superiority”, provincial government will have to consider a range of options. Depending on the function in question, a choice exists between delivery through normal public sector structures or through external agencies. Opportunities for outsourcing, privatisation, joint ventures, PPP's or the creation of statutory or non-statutory agencies exist to facilitate the delivery of NCPGDS programmes and projects.

Adequate monitoring and evaluation systems, procedures and arrangements must be put in place to ensure the success of the NCPGDS. These must be developed as an integral part of the process of formulating and implementing the NCPGDS and must provide for adequate and proper measurement, evaluation and feedback.”

3. Regional Profile: Background and Analysis

3.1 BACKGROUND

The quiet town of Daniëlskuil in the Northern Cape with approximately 9000 residents boasts the first documented case of cigarette smoking in South Africa. Korana and San leaders were in fact quite shocked in June 1823 when traveler George Thomas had the audacity to pass on the traditional peace pipe in favor of tobacco wrapped in paper! On a much sadder note Daniëlskuil was the first town in the area where asbestos related disease was reported in 1942 – a report ignored at that stage.

The discovery of diamonds in Kimberley led to colonization of Griqualand by the English authorities in Cape Town. The Griqua people subsequently became scattered. The town of Daniëlskuil obtained official status in 1892. For the next 80 years it mainly provided support for the farming community. The Dutch Reformed Church first supplied electricity, but in 1949 the function was transferred to the town management, today Kgatelopele Municipality.

In actual fact good soil and plenty of water saw to it that man dwelled in the Daniëlskuil area since prehistoric times. Prove of this lies in the hand tools, dating back 800 000 years, found in the Wonderwerk Cave 40km outside Daniëlskuil. During the 19th century the town was known as a Griqua outpost under the leadership of captain Barend Barends. The London Mission Society was at this stage quite active in the area.

Large-scale mining of lime at Idwala Mine and PPC Mine as well as diamond mining at De Beers Finsch Mine has led to growth and development. The population of Daniëlskuil in fact doubled at a stage when surrounding towns depopulated due to an economic recession.

According to tradition the name of the town is derived from a natural pit – “kuil” in Afrikaans – in the dolomite structure. Perpetrators were imprisoned under appalling conditions in the pit, according to the legend. A link was made with the biblical figure of Daniël, who ended up in a pit with lions – hence the name Daniëlskuil.

3.2 LOCATION AND COMPOSITION

During the demarcation process the following entities were amalgamated under this new municipal area:

Daniëlskuil
Lime Acres

Owendale

The municipal area is situated 160km west of Kimberley.

3.3 DEMOGRAPHIC INFORMATION

For the purposes of this reviewed document, the Municipality decided to also document the latest information and statistics derived from Census 2001.

Please note that the following tables also indicate the latest changes between Census 1996, 2001 and 2011 statistics. This indication would

sist in identifying trends and areas where development and strategic planning attention.

**POPULATION DISTRIBUTION KGATELOPELE MUNICIPALITY –
CENSUS 1996, 2001 and 2011**

NC 086 Kgatelopele Mun	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-4	920	818	1739	759	724	1483	931	1046	1977
5-9	928	945	1873	839	755	1594	941	901	1842
10-14	903	990	1893	808	804	1612	875	815	1690
15-19	726	776	1500	679	762	1440	917	790	1707
20-24	677	619	1296	668	636	1304	843	865	1708
25-29	685	685	1370	574	586	1159	927	882	1809
30-34	700	691	1391	544	591	1135	814	705	1519
35-39	721	626	1347	569	623	1192	643	589	1232
40-44	632	517	1149	542	536	1078	587	602	1189
45-49	462	356	818	466	421	886	568	581	1149
50-54	295	288	583	320	268	589	523	425	948
55-59	197	166	363	247	217	464	358	330	688
60-64	126	130	257	136	159	295	223	242	465
65-69	77	100	177	100	94	194	136	171	308
70-74	47	82	129	52	80	132	89	122	211
75-79	32	48	79	29	70	98	59	60	119
80-84	17	27	44	23	32	55	14	44	57
85+	18	22	39	13	21	34	26	46	72
Total	8161	7884	16045	7366	7377	14743	9472	9215	18687

Population growth rates – 1996, 2001 and 2011

Total population		Population growth rate	Total population	Population growth rate –
1996	2001	1996 - 2001	2011	2001 - 2011
16113	14743	-1.8	18687	2.4

Sex ratios – 1996, 2001 and 2011

Male			Female			Sex ratio		
1996	2001	2011	1996	2001	2011	1996	2001	2011
8203	7366	9472	7909	7377	9215	103.7	99.9	102.8

**Distribution of the population by population group (Black African), sex –
1996, 2001 and 2011**

1996			2001			2011		
Male	Female	Total	Male	Female	Total	Male	Female	Total
3526	3095	662	3543	3422	6965	4809	4507	9317

**Distribution of the population by population group (Coloured), sex –
1996, 2001 and 2011**

1996			2001			2011		
Male	Female	Total	Male	Female	Total	Male	Female	Total
2813	2982	5794	2546	2755	5301	3598	3662	7260

**Distribution of the population by population group (Indian / Asian), sex –
1996, 2001 and 2011**

1996			2001			2011		
Male	Female	Total	Male	Female	Total	Male	Female	Total
10	7	17	30	33	63	66	59	124

Distribution of the population by population group (White), sex – 1996, 2001 and 2011

1996			2001			2011		
Male	Female	Total	Male	Female	Total	Male	Female	Total
1322	1251	2573	1247	1166	2413	908	925	1833

Distribution of the population by functional age groups and sex – 1996, 2001 and 2011

	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-14	2751	2754	5505	2406	2282	4689	2747	2762	5509
15-64	5220	4852	10072	4744	4798	9542	6402	6010	12412
65+	189	278	468	216	297	512	323	443	766
Total	8161	7884	16045	7366	7377	14743	9472	9215	18687

Dependency ratio – 1996, 2001 and 2011

Population aged 14 years and younger			Population aged between 15 and 64			Population aged 65 years and older			Dependency ratios		
1996	2001	2011	1996	2001	2011	1996	2001	2011	1996	2001	2011
5505	4689	5509	10072	9542	12412	468	512	766	59.3	54.5	50.6

Population by marital status 1996, 2001 and 2011

1996				
Married/ Living together	Never married	Widower/ widow	Divorced / Separated	Total
5528	9265	451	185	15428
2001				
Married/ Living together	Never married	Widower/ widow	Divorced / Separated	Total
5283	8848	434	177	14743
2011				
Married/ Living together	Never married	Widower/ widow	Divorced / Separated	Total
6275	11558	609	245	18687

Population aged 20 years and older by level of education attained sex 1996, 2001 2011

	1996		
	Male	Female	Total
No Schooling	944	907	1851
Some primary	832	820	1652
Completed primary	350	359	709
Some secondary	1487	1428	2915
Grade 12 Std 10	493	521	1015
Higher	473	242	714
Total	4579	4278	8857

	2001		
	Male	Female	Total
No Schooling	829	929	1758
Some primary	726	756	1482
Completed primary	259	267	526
Some secondary	1279	1298	2577
Grade 12 Std 10	882	805	1687
Higher	306	277	583
Total	4281	4333	8614
	2011		
	Male	Female	Total
No Schooling	654	733	1387
Some primary	838	815	1654
Completed primary	269	310	579
Some secondary	1913	1865	3778
Grade 12 Std 10	1478	1425	2903
Higher	527	466	1038
Total	5723	5615	11338

Population aged 5 – 24 by school attendance, sex and municipality – 1996, 2001 and 2011

	1996		
	Male	Female	Total
<i>Attending</i>	2065	2136	4201
<i>Not attending</i>	1097	1149	2246
	2001		
	Male	Female	Total
<i>Attending</i>	2033	4062	4062
<i>Not attending</i>	960	928	1888

Population aged 5 – 24 by school attendance, sex and municipality – 1996, 2001 and 2011

	2011		
	Male	Female	Total
<i>Attending</i>	2395	2238	4633
<i>Not attending</i>	1079	1048	2127

Population aged between 15 and 64 years by employment status 1996, 2001 and 2011

Employed			Unemployed			Unemployment rate		
1996	2001	2011	1996	2001	2011	1996	2001	2011
4404	3788	5365	1478	1711	1544	25.1	31.1	22.3

Average household size – 1996, 2001 and 2011

Total Population			Number of households			Average household size		
1996	2001	2011	1996	2001	2011	1996	2001	2011
15686	14144	18478	37333	3585	5381	4.2	3.9	3.4

Households by type of main dwelling – 1996, 2001 and 2011

Formal dwelling			Informal dwelling			Traditional dwelling		
1996	2001	2011	1996	2001	2011	1996	2001	2011
3189	3094	4811	482	333	509	9	94	28

Households by tenure status – 1996, 2001 and 2011

Owned and fully paid off		Owned but not yet paid off		Rented	
2001	2011	2001	2011	2001	2011
1364	1593	380	352	1088	1780

Households using electricity for lighting, heating and cooking – 1996, 2001 and 2011

Lighting			Heating			Cooking		
1996	2001	2011	1996	2001	2011	1996	2001	2011
2367	2990	4932	2182	2352	4247	2190	2517	4782

Households by access to piped water – 1996, 2001 and 2011

Piped (tap) water inside Dwelling / yard			Piped (tap) water on communal stand			No access to piped (tap) water		
1996	2001	2011	1996	2001	2011	1996	2001	2011
3162	33265	5302	90	288	45	470	33	35

Households by refuse removal 1996, 2001 and 2011

Removal by local authority /Private company			Communal / own refuse dump			No rubbish disposal		
1996	2001	2011	1996	2001	2011	1996	2001	2011
3215	3139	4961	369	389	341	103	58	65

Average household income 2001 and 2011

2001	2011
77519	105452

Female headed households - 1996, 2001 and 2011

Number of female headed households			Number of households			% of female headed households		
1996	2001	2011	1996	2001	2011	1996	2001	2011
775	1079	1600	3733	3585	5381	20.8	30.1	29.7

Child headed households - 1996, 2001 and 2011

Number of child headed households			Number of households			% of child headed households		
1996	2001	2011	1996	2001	2011	1996	2001	2011
26	5	26	3733	3585	5381	0.7	0.2	0.5

Households by type of toilet facility – 1996, 2001 an 2011

Flush of chemical toilets			Pit latrines		
1996	2001	2011	1996	2001	2011
3022	3058	5053	107	85	79
Bucket toilets			None		
1996	2001	2011	1996	2001	2011
403	295	63	192	148	126

3.4 PUBLIC AMENITIES AND SERVICES.

3.4.1 Education (School, Libraries)

There are 1 high school in Danielskuil from Grade 1 to Grade 12. There are 1 high school in Kuilsville from Grade 8 to Grade 12 and 1 primary school from Grade 1 to 7. There are 1 primary school in Tlakalatlou from Grade 1 to Grade 8

For more information on the status of education facilities and services in the Local Municipalities, the Municipalities could be contacted directly.

The present library in Danielskuil is not sufficient to serve the wider community because of its small scale, limited facilities and the non-central location.

3.4.2 Health

Primary Health Care (PHC) Services delivers primary and preventative services, although the demand for secondary and rehabilitation services is growing. Kgatelopele Municipality have a HIV/AIDS policy that is adopted by council.

Kgatelopele Council for HIV/AIDS operates on a local basis under the chairmanship of the Mayor and his secretary Magrietha Freeman in conjunction with the personnel with the local clinic and the various community members of Kgatelopele Municipality.

For more information on the status of health facilities and services, as well as HIV/AIDS Policies and Strategies in the Local Municipalities, the Municipalities could be contacted directly.

3.5 ENVIRONMENTAL ANALYSIS

Major existing environmental problems	Location	Magnitude of problem	Causes
Poor appearance of Public Open Spaces and Road Reserves	All wards	Some sidewalks are unusable.	Shortage of staff and equipment to clean the public open spaces.
Lack of an Environmental Awareness Policy		Serious, since the by-laws should be informed by the policy	No guidelines to say how the by-law will be implemented
Poor condition of Main Entrance Roads	Into the Towns	Roads have exceeded their lifespan. Some of the roads do not belong to the municipality but to provincial roads.	Capacity within the municipality.
Waste Landfill site not licensed	Danielskuil	Illegal dumping since landfill not licensed and not operated according to legislation	Waste removal outsourced. Lack of management of the service provider and landfill
Littering	All wards	Negative impact on Tourism and general socio-economic morale	Lack of public awareness and ownership of public properties
Hard	All wards	Serious	Topography and

underground and Soil Conditions for future Development		depending on the capacity of the developer.	appearance of Dolomite
Need for a new Dumping Site Closure of existing dumping site	Danielskuil	With the projected growth due to the mining developments the current sites will not be able to carry the capacity	Population and economic growth

The SDF also indicate the Impact of development activities planned in this document on the environment and rate impacts as low, medium and high.

National Biodiversity Strategy

According to the NBS, biodiversity considerations are to be integrated into all other strategies and plans at local government level, such as poverty eradication and developmental programmes. The NBS provides the map for achieving the biodiversity related objectives contained, i.e. reducing the rate of loss of biodiversity by 2010. The goal of the NBS was therefore always to conserve and manage biodiversity to ensure sustainable benefits to the people of South Africa, through co-operation and partnerships that build on strengths and opportunities.

According to the National Spatial Biodiversity Assessment (NSBA), Kgatelopele, Tsantsabane (adjacent Municipality) and the broader Siyanda was not identified as a priority with regard to biodiversity. However, it continues to be important to address the issue, since biodiversity makes a substantial contribution to the

livelihoods of rural communities, in the form of housing, fuel, food and medicines. The results of the assessment also highlighted that many people have become alienated from nature, through apartheid policies and processes like urbanization. Hence, much more needs to be done to make conservation more inclusive and relevant to people's lives.

To ensure sustainable livelihoods, it is important that economic opportunities are expanded in local areas, in a way that takes both people and biodiversity into account. Nature-based tourism should encourage local economic development. There is also a huge need to expand the skills of local communities, and encourage entrepreneurs in the tourism industry, the game farming industry and commercialization enterprises, through support for training, access to finances and marketing.

It is also essential that policy making and implementation is fully participatory. The Environmental Impact Assessment (EIA) processes need to be followed at all relevant levels, which include extensive public participation. IDP's should also include biodiversity considerations in all planning. Biodiversity must therefore be fully integrated into all planning processes. The environmental Management and Implementation Plans required under the National Environmental Act (NEMA) need to provide a broader understanding of the roles and responsibilities, process, structures and mechanisms to facilitate co-operative governance and are required to identify weaknesses, establish clear actions for addressing them, and measurable indicators for monitoring success.

Threats to Biodiversity:

- Climate Change

Climate change is associated with an increase in average global temperatures, leading to changes in rainfall patterns, and is likely to have significant impacts in some part of the world, especially Africa. Indications are that climate change will result in worse floods and droughts reduce production and worsen diseases. In South Africa the predictions are bad – we could lose the entire Cape Floral Kingdom and most of the mammal species for which the Kruger National Park is famous.

It is against this growing concern that efforts should be made to improve the scientific understanding of what drives the earth-atmosphere system, producing such changes, identify those areas that may be particularly vulnerable to environmental changes, and to improve adaptation and mitigation to enable people and plant and animal communities to better live with climate change.

The Municipality held its first Capacity Building and Awareness workshop in March 2010 to coincide with National Water Week (15-19 March) and Earth Hour (27 March). The purpose was to sensitise officials and councilors on the role of the Municipality in Climate Change and how to take it into consideration when planning for IDP projects and programmes. Unfortunately the workshop was very poorly attended.

- Invasive Alien Species

The uncontrolled spread of invasive species (as later highlighted in the NC-SOER) is one of the key threats to indigenous biodiversity in our country. This spread has negative impacts on the economy, in sectors as diverse as health,

agriculture, water supply and tourism and is likely to become much worse with climate change. Therefore there is an urgency to attend to the development of a Plan to monitor, control and eradicate these species.

Northern Cape Environmental Implementation Plan⁸

One of the key environmental issues identified in the province is the generation and disposal of a variety of waste types, including municipal waste, agricultural, agro-processing etc. Given this variety, an equally varied approach, and appropriate competencies are required to manage the different types of waste and to address the improper storage, handling and disposal of environmentally hazardous materials.

Another key issue of concern is the over-exploitation of natural resources, which include the following in the case of Kgatelopele:

- Dust Pollution
- Development in the high conservation vegetation areas
- Illegal hunting
- Fraud professional hunting and hunting contractors

⁸ Refer to NC Environmental Implementation Plan for more details

Northern Cape State of the Environment Report⁹

According to the Report the following themes in the Province were identified:

- Atmosphere and Climate
- Biodiversity
- Environmental Management
- Fresh Water
- Human Settlements
- Land
- Marine and Coast

With regard to Atmosphere and Climate trends in temperature deviations indicate that temperature has been increasing over the past few years, making it all the more important for Kgatelopele Municipality to start taking into consideration the impact of climate change and Global warming on daily planning. Air pollution is furthermore not perceived as an important issue for the Province. In Kgatelopele, however, this needs to be prioritized because of the major increase in mining developments over the last few years and its impact on Air quality and pollution in the area.

The primary threats to Biodiversity, ecosystem goods and services are habitat transformation and degradation, and invasive alien species. The concern regarding threats to biodiversity is borne out of the recognition that our natural resources base provides a variety of goods and services on which life depends. In Kgatelopele this natural resource base is directly threatened by mining developments. The management of these is critical in ensuring effective conservation and sustainable use of the biodiversity. Again making the need for

⁹ Refer to NC State of the Environment Report which is currently being reviewed

Environmental Conservation and Management Plans as well as Plans to eradicate and monitor Alien Invasive Species very important for Kgatelopele.

With all the development happening in the area, the demands for water have increased as in the rest of the semi-arid province.

Furthermore the Province is characterized by very low population size and density, mostly owing to the large land size of the Province. Human settlements are characterized by the legacy of apartheid, with some areas in Kgatelopele showing a distinct lack of services and infrastructure in comparison to other areas in the Municipality. Whilst the Municipality has tried to address the issues of basic service delivery and the provision of housing, some of the population still lacks these services. Access to appropriate modes of transport is also a Provincial issue and concern. Issues such as culture and heritage have been raised as important for consideration in the future planning of human settlements.

The Province is susceptible to land degradation. Policies and programmes are required to promote the sustainable management of land resources in the Province. Mining has played a major role in shaping the economic development of the area, but as mentioned above, has also had a negative impact on land resources.

Siyanda Environmental Management Framework¹⁰

The area is rich in minerals which has historically been the mainstay of the area's economy. Diamond and lime mining is an important activity in the economy of the area.

¹⁰ Refer to Siyanda EMF as completed in April 2008 for more details

The status of mineral deposits in the municipal area and mining

Table 17: Abandoned mines in the Kgatelopele municipal area			
Elements Occurring	Name of Element	Amount of occurrences	% of Abandoned Mines
AK	Crocidolite (Asbestos)	9	81.82%
Gy	Gypsum	1	9.09%
Na	Salt	1	9.09%

Table 18: Continuously producing mines in the Kgatelopele municipal area			
Elements Occurring	Name of Element	Amount of occurrences	% of Continuously Producing Mines
Ls	Limestone	2	66.67%
DK	Diamond (in Kimberlite)	1	33.33%

Table 19: Never exploited deposits in the Kgatelopele municipal area			
Elements Occurring	Name of Element	Amount of occurrences	% of Never Exploited Deposits
AK	Crocidolite (Asbestos)	6	100%

Table 20: Worked out deposits in the Kgatelopele municipal area			
Elements Occurring	Name of Element	Amount of occurrences	% of Exploited Deposits
AK	Crocidolite	1	100%

	(Asbestos)		
--	------------	--	--

There are significant as yet undeveloped mineral resources left in the area that can contribute to future economic growth in the area depending on the future viability of exploiting the minerals.

Constraints

Large areas of un-rehabilitated or poorly rehabilitated mining activities (current and closed) have a significant negative effect on the scenic environment in the district, especially in the mountainous areas, i.e. the old asbestos mine at Owendale.

Issues

The following are issues that need to be addressed:

- The need to rehabilitate old mines properly; and
- The use of the landscape as a positively contributing asset in tourism related activities.

Groundwater

Significant other water requirements are the sub-area for urban use as well as rural domestic supplies and stock watering. Groundwater utilization is important in the area and constitutes the only source of water over much of the rural areas. As a result of the low rainfall over the area, the groundwater is mainly used for rural domestic water supplies, stock watering and water supplies to inland towns. Recharge of groundwater is limited and only small quantities can be abstracted on a sustainable basis.

Most of the Siyanda Area is in a natural state and the most significant spatial impact on the environment has come from mining, which occupies an area of almost 7% of the total area.

Road Network

The area has a good primary tarred road network that links the major towns with each other and to areas outside the area. The secondary network is less developed and vast areas with sparse populations are served only by means of a vast network of dirt roads of varying quality. Many of these roads are, however, in such a bad state that it is an impediment to the development of the tourism potential of the area.

The major road network consists of:

- the R31 that links Danielskuil with the N14 at Kuruman;
- the R385 that links Danielskuil with Postmasburg and the N14 just east of Olifantshoek;

Waste

Both general and hazardous wastes are produced in the area. Waste in the “garden waste” classification originating from households and agriculture is the biggest contributor to the waste stream. Waste prevention and minimization are generally not practiced in the area. Recycling is concentrated in the Upington area due to the availability of adequate quantities of recyclable material. Recycling focuses mainly on cardboard and paper. Kgatelopele have a draft plan for future waste management and several recycling initiatives have been identified and also forms part of this IDP document. Growth in waste management industry, particularly in recycling is envisaged. This could contribute to poverty alleviation by providing sustainable employment opportunities.

There is a need to develop and upgrade landfill the current landfill site in order to prevent environmental degradation and meet the needs of the community. The large quantity of bio-degradable waste may hold possibilities for composting and even biogas generation in future.

Constraints

The current lack of resources, especially financial and human resources puts pressure on the municipalities to render adequate waste management services.

Issues

- An Integrated Waste Management Plan (IWMP) to be completed and implemented
- There is a potential presence of asbestos in the environment and uncontrolled illegal dumping in places.
- Illegal dumping sites are found across the area.
- Illegal dumping impacts on the sensitive economic sectors such as tourism.
- Illegal dumping is also a concern in sensitive environments.
- Dissatisfaction of the refuse removal services is prevalent in some communities.

Vegetation

Proposed conservation targets and priorities in Siyanda for vegetation of the Savanna biome		
Vegetation name (biomes in capitals)	Proposals	
	Proposed conservation target of remaining high quality vegetation in Siyanda	Conservation priority/urgency
SAVANNA		

Ghaap Plateau Vaalbosveld	3%	low
Gordonia Duneveld	1%	low
Gordonia Kameeldoring Bushveld	0%	low
Gordonia Plains Shrubveld	7%	medium
Kathu Bushveld	0%	low
Koranna-Langeberg Mountain Bushveld	10%	high
Kuruman Mountain Bushveld	6%	medium
Kuruman Thornveld	4%	Low
Molopo River Duneveld	16%	high
Nossob Bushveld	0%	low
Olifantshoek Plains Thornveld	8%	medium
Postmasburg Thornveld	16%	high
Auob Duneveld	0%	low

The EMF further indicates strategies focusing on the alleviation of potential key development / environment friction areas by providing direction in respect of how these friction areas should be dealt with. The following strategies have been compiled and in future Kgatelopele will align its own environmental planning to these:

- Strategy for the protection and conservation of high quality natural vegetation
- Protection of sensitive environmental features on large properties
- Protection of sensitive environmental features on large properties across Siyanda
- Strategy for the protection of sensitive environmental features, surrounded or abutted by small properties

3.6 SPATIAL DEVELOPMENT FRAMEWORK OF KGATELOPELE (2009-2013)

The Company MVD Kalahari (Town and Regional Planners) was appointed to Kgatelopele Local Municipality in 2009, to compile a Spatial Development Framework for the area.

The development of the framework took into consideration all current planning tools available in the Municipality, provincially and nationally, as well as all relevant provincial and national legislation. These include the IDP Document, Municipal Systems Act, National Environmental Management Act etc.

The Primary Purpose of the SDF is to move towards the emergence of more integrated, equitable, efficient and sustainable settlement and in the process guide decision-makers in respect of development.

As in the case of the IDP, the SDF compilation process focused a lot on public participation and alignment of phases of development, with that of the IDP review process. As part of the process a land audit was also conducted covering the wider municipal area. A door to door survey was also conducted where all the present land uses and vacant erven were indicated. The proposed land use descriptions and indications were standardized for all the zones. The plan further highlighted estimated housing backlog. Some projections were made scientifically with regard to future population growth in the area, taking into consideration the impacts of HIV/AIDS and local economic development on these projections

The section on civil and engineering services emphasizes the existing challenges around development on dolomite land in the area and proposed the formulation of a Risk Management Strategy with certain precautionary measurements. Detailed Geo-Technical tests will also become imperative in any future infrastructure and engineering development since Daniëlskuil is situated in a Dolomite Risk Area (provided by Council for Geoscience).

The SDF further emphasizes the following issues as critical during the planning phases:

- Housing and ancillary issues: i.e. availability of land, provision of services sites etc.
- Population Growth and Community Facilities with relation to specifically education

- Economic Activity and Spatial Growth: i.e. stimulation of informal sector

The Framework further proposed the following objectives as future directives for development:

- Integrated Development Approach
- Development of Land Use Nodes
- Well Planned Transport and Movement System
- Variety of sustainable residential densities and housing typologies
- Broad spectrum of land uses and amenities
- Densification policy
- Environmental and heritage sensitivity policy
- Urban planning and development to address the safety and security element
- Provision of Municipal Services and Infrastructure
- Acknowledgement of certain environmental and physiographical elements
- Land Use Management Scheme
- Sustainable Agricultural activities and Promote Agricultural Growth
- Sustainable Livelihoods
- Stimulate and facilitate a steady growing Regional Economy

For detailed Maps, proposed Land Uses, etc. please consult the HOD: Corporate Services at the Municipality, or the Spatial Development Framework directly.

The SDF was approved by Council on 30 March 2012.

3.7 ANALYSIS

The public participation process in the District Municipality, contributing to the Analysis Phase, depended on the participation of the Local Municipalities. This is recognized in the *Process Plan* of each Local Municipality, which decided on its own process and where necessary the District Municipality provided assistance through its PIMS-Centre.

In general the participation process in all the Local Municipalities depended a lot on the ward councillors. The councillors had regular meetings in their constituencies reporting on the process and also getting inputs from the Community. All the Representative Forum meetings were open to the general public and people wishing to participate could do so.

Siyanda District Municipality conducted, despite the vastness of its District Management Area, an intensive public participation process during the first IDP process where, through public meetings in the various areas, Community input was collected. The success of this process and the positive participation from the various Communities can be seen by the large input received.

In order to ensure a fully integrated process for sustainable development and despite the continuous liaising with provincial government departments, organizations and interested parties, a formal written request

was directed to them at this stage, to invite their comments and input on the initial identified needs/omissions.

The draft IDP Review Plan were also be advertised in the local papers, allowing a commenting period of 21 day

3.7.1 RESULTS OF KEY FACTOR ANALYSIS.

The first step in the analysis process of the first (2002) IDP for the DMA was to set up a “balance statement” on all opportunities and shortcomings within the region in order to enable the Council to identify key factors which could either aid the Council to reach its development goals or work against it. The aim of this phase of the IDP process was, amongst others, to analyse the opportunities, which should be grasped as well as the shortcomings, which should be addressed.

The analysis process, instituted in order for Council to eventually reach its strategic goals, was done in four categories namely:

- ❖ Social Affairs
- ❖ Cultural Affairs
- ❖ Economic Affairs
- ❖ Administrative Affairs

the opportunities and limitations of each of the above-mentioned categories are captured in the IDP document of 2003/4^{11[2]}.

Before identifying the key strategic goals of the District Municipality, a "SWOT" analysis^{12[3]} was made of all weaknesses and strengths in the region, as well as all opportunities and threats which had to be kept in mind. From this exercise much valuable information was gained which would play an important role in the determination of the Council's goals.

For the purposes of this IDP review document, the initial needs and priorities of each of the Local Municipalities, as well as those of the District Municipality, were reviewed, scrutinised and amended in order to enhance alignment, and strategic planning.

3.7.2 PRIORITY NEEDS

During the initial aggregation process common ground for joint action and or formulation of a priority issue was investigated. The purpose hereof is to provide a clear focus on the actions to be taken and the strategies implemented. During this consolidation process "common issues" are identified that are applicable not only to the individual but to the goodwill of the wider community.

After the consolidation session an in-depth analysis of the priorities was completed. Hereby all the members obtained a better understanding of the issue and a foundation for better future understanding was prepared. The reasons/causes and potential solutions for the problems were work shopped.

It is important to note that during this IDP Review Phase it was decided to review the initial list (as indicated above) of needs, issues, and projects, and for the purposes of alignment between the different phases within the IDP, to cluster some of the issues.

For the purposes of this Reviewed IDP document, more focus was therefore placed on the amended Issues, Objectives, Strategies and Projects. However, is it important to mention that none of the initial issues were left out during this round, since the process is driven by the Community. Issues were only clustered and restructured to enhance strategic and integrated planning, which the IDP envisages to be.

Issues as agreed upon by the IDP Steering Committee, for the IDP Review Process in Kgatelopele Municipality are as follows:

1. Insufficient housing and serviced sites to build houses on.
2. Insufficient supply and maintenance of bulk water and sanitation.
3. Insufficient maintenance of electricity.
4. Insufficient maintenance of high mast lights
5. Insufficient provision and maintenance of roads and transport infrastructure.
6. Insufficient waste removal services and sites
7. Insufficient stimulation and enhancement of the Local Economic Development (LED).
8. Ineffective functioning of municipal systems and management.
9. Insufficient hospital, ambulance and other health facilities and services.
10. Increase in HIV /AIDS and unwanted pregnancies.
11. Insufficient and poor quality of sport and recreation facilities and services.

12. Insufficient and poor condition of social services and facilities.
13. Insufficient and poor condition of education and library services.
14. Poor condition of the environment and its impacts on future and current development.
15. Budget according to needs and priorities

The rest of the projects is still number according the above paragraph.

The following indicates each Municipality's Priority Needs as captured in their IDP review documents for 2004/5, as well as the priority needs of the DMA:

4. DEVELOPMENT OBJECTIVES AND SHAPING OUR VISION

During the previous phase the current reality and present shortcomings of the wider municipal area were determined and identified. By means of various meetings all the role players analysed the shortcomings and formulated development priority issues to be addressed during the future 5-year development years.

The purpose of this phase is to arrive at a decision and the impact/result thereof at the most cost effective and appropriate ways. The strategic planning process assists the municipality to decide on basic discussions for the future on what should happen in the future development and how to achieve it. Specific choices and alternatives would be proposed and established.

According to the Municipal Systems Act this process consists of three issues:

- a vision statement;
- development objectives for the five year period; and
- development strategies on how to reach your development goals.

During this reviewed phase the PIMS-centre further assisted the municipality in scrutinising existing objectives and strategies, developed in the previous IDP Review phase, and to amend them accordingly. The SMART method was used to formulate the objectives with the focus on:

S	Pecific
M	Easurable
A	chievable
R	Ealistic
T	lme

4.1 MISSION AND VISION STATEMENT

The purpose of a vision statement is to indicate in writing (a statement) what issues should be addressed in order to ensure a better future for all. Different issues/steps should be emphasised on how to create the future.

This statement should be realistic and gap the bridge between the current reality (problems) and the future development (better world to live in).

The vision statement should be short and direct and formulated in such a manner that the residents of the wider Municipal Area could relate thereto.

During the workshop the role-players broke up in three groups. Each group formulated a vision statement where after consensus was obtained on the following working vision.

"The implementation/establishment of a process by the Kgatelopele Municipality to improve the quality of life of all its residents by maximum, utilisation of resources and the continuous involvement of all community members by enhancing economic, social, health and environmental issues as well as effective services delivery."

MISSION

Kgatelopele Municipality, as the legitimate representative of the local community, shall strive to promote developmental local government, promote socio-economic development, provide efficient, affordable, sustainable and quality service, combat discrimination based on racism, gender and religion, improve the general conditions of women, the youth, the disabled and the elderly, protect and conserve the environmental, achieve all these, through a strong and stable environment and effective administration.

4.2 GENERAL DEVELOPMENT PRINCIPLES

During the strategic planning sessions, the following general principles and values were identified as guidelines for the daily activities of the **KGATELOPELE MUNICIPALITY:**

Healthy relationships

- ❖ Transparency
- ❖ A thorough knowledge of the community, which is served by the KGATELOPELE MUNICIPALITY, specifically with regard to the needs of that community.
- ❖ The implementation of a development orientated approach to Local Government.
- ❖ Discipline among officials and councillors
- ❖ Effective communication – externally as well as internally among all the role-players
- ❖ Self-respect
- ❖ Building capacity among the staff and Community wherever possible in order to enable them to play an effective role in Local Government.
- ❖ A responsibility towards all voters' interest groups within the Councils' district boundaries
- ❖ The dissemination of information to all interest groups and within the organization itself, to empower everyone involved.
- ❖ To have respect for the democratic principles demanded by law and set out by the Councils' Code of Conduct

- ❖ The following of the “Batho Pele” principles in the Councils’ approach to service delivery

In all activities of the KGATELOPELE MUNICIPALITY a continuous attempt will be made to keep these principles in mind.

4.3 DEVELOPMENT GOALS

With the vision and the above principles as guidelines, the input and needs of the inhabitants as a base and the background information, which the Council already has, the following general development goals have been identified for the region:

- ❖ KGATELOPELE MUNICIPALITY must deliver a positive contribution to the sustainable growth and development within its boundaries and the rest of the Northern Cape.
- ❖ The creation of a healthy and environmentally friendly environment within and outside of the Councils’ district boundaries, must be attempted
- ❖ The promotion of a safe and tourism friendly environment should be furthered in order to promote tourism and investor interest in the region.
- ❖ The promotion of human resources within and outside the organization through training and the implementation of new technological aids.

4.4 DEVELOPMENTAL OBJECTIVES

The purpose of a development objective is to indicate "what" needs to be obtained in order to achieve your vision based on the shortcomings identified during the analysis phase. An objective needs to be formulated in order to address all the issues. During the workshops the Steering Committee and Representative Forum agreed on certain "working objectives" in order to focus on the following strategy phase. You need to know where you want to go before discussing the best way to get there even if it may turn out later that your envisaged destination is not reachable.

In order to understand the strategic and other later phases better, the objectives^{13[4]} were analysed and evaluated during workshops with reference to:

- Action to be taken to achieve the objective;
- Role player responsible; and
- Outputs needed to achieve the objective.

As mentioned before, the initial list of priority issues were clustered and prioritised during this IDP Review process, and therefore objectives also had to be scrutinised accordingly. The new developed objectives, informed by the initial list of issues and objectives are as follows:

ISSUES	OBJECTIVES
Housing and Serviced Sites	1. Provision of 1250 formally planned and serviced sites to erect formal houses on, within a 5 year cycle in order to address the housing backlog at 250 units per year
Bulk Water and Sanitation	2. To provide every household in Kgatelopele with easy access to good quality drinking water supply and systems as well as provide Bulk water according to RDP standards, by 2013/2017
Electricity	3. To provide Bulk Electricity as well as electricity to households, which are without, in each of the communities in Kgatelopele. by 2013/2017
Roads and Transport Infrastructure	4. To upgrade and maintain all major internal and access roads, in Kgatelopele as well as to address the increasing need for sufficient and available public transport by 2013/2017
Refuse Removal	5. To provide effective refuse removal services and licenced sites to all communities in Kgatelopele by 2013/2017
Local Economic Development	6. To stimulate and enhance Local Economic Development (LED) by 2013/2017, in order to generate new businesses and attract potential development, influencing the economy of Kgatelopele positively.

Municipal Systems and Management	7. The improvement of infrastructure, systems as well as the capacity building of staff in order to create an effectively managed and functioning municipality by 2013/2017
Health Facilities	8. To upgrade and improve all current health facilities and services, including ambulance services, in the whole of Kgatelopele by 2012/2013
HIV/AIDS	9. To address HIV/AIDS and unwanted pregnancies effectively in the whole of Kgatelopele by 2013/2017, in order to reverse the negative effect it has on the socio-economy of the municipal area.
Sport and Recreation	10.To provide good quality sport and recreation facilities and services accessible to all communities, in the whole of Kgatelopele by 2013/2017.
Social Services and Facilities	11.To provide sufficient and quality social services and facilities in order to address the negative effects social problems has on the health and economy of the communities, by 2013/2017.
Education and library services	12.Provision of good and quality education and library services to all communities in Kgatelopele Municipality Area by 2013/2017
Environment	13.Implementation of Integrated Waste Management Plan by July 2013 14.Development of Environmental Policy by July 2013, guiding the implementation of all the by-laws 15.Implementation of the Environmental Implementation Plan (attached as an annexure)

5.0 Establishing a 5-year focus: Our strategic agenda

5.1 Legal context

In accordance with section 25 of the Municipal System Act the Council must adopt a single, inclusive and strategic plan for the development of the Municipality, called an Integrated Development Plan (IDP) that:

- link, integrate and co-ordinate plans and take into account proposals for the development of the Municipality,
- align the resources and capacity of the Municipality with the implementation of the plan,
- form the policy framework and general basis on which annual budgets must be based,
- be compatible with national and provincial development plans and planning requirements binding on the Municipality in terms of legislation.

In addition it is a legal requirement that the IDP informs the budgeting process and requires Directorates to prepare Service Delivery and Budget Implementation Plans (SDBIP). These plans which have a 3-year horizon with an annual action plan actually operationalise the IDP. Directorates SDBIP's should therefore derive their strategic priorities directly from the IDP and convert these into actions/operations that need to be resourced, financially as well as the necessary human resources (including the capacity and expertise needed). The IDP thus informs the allocation of resources (human, financial, equipment etc) as well as the budget – **both operational and capital budgets**. These strategic priorities flows from the analysis of the existing state of development in the Municipality and its vision– it also includes the input as

received from the communities and stakeholder groupings through the IDP Representative Forum and individual submissions by ward councillors and other stakeholders.

5.2 Assessing performance against our strategic priorities

In this section we assess how well we have been able to address each of our strategic priority areas. The purpose of this overview is to inform our new 5-year focus by building on our strengths and addressing our weaknesses.

5.2.1 Development Programme

- a) What has been achieved in the past 5-years:
 - b) Remaining Gaps
 - c) SDF
 - d) LED
 - e) Waste management plan
 - f) Integrated transport plan
-
- Creating multiplier effect for sustainable growth;
 - Establishing clear measures of success from economic development efforts;
 - Inability to use municipal assets as economic development stimulants.

5.2.2 Service Delivery Programme

- a) What has been achieved in the past 5-years
 - ° **Water & Sanitation**
 - 200 Toilets provided to households
 - Building of new sewer pump station in Tlhakalatlou

Upgrading of an additional water source to Tlhakalatlou – Completion of pipeline

Construction of toilets on developed erven

Eradication of buckets

287 Erven provided with services

Bulk services Tlhakalatlou and Kuilsville

Water and sewage effluent are tested monthly and results are posted on the BDS and GDS.

Refurbishment of water network Phase I (7200 Meters of water pipes replaced)

Bulk Infrastructure to new boreholes, water pipeline and reservoir in Tlhakalatlou completed

- ° **Waster Quality**

Water been tested twice a month.

Council received blue drop in 2010 & 2011 & 2012..

- ° **Housing**

Building of 300 houses

- **Electricity**

250 Connections completed

Electrification of 112 sites in Kuilsville and Tlhakalatlou (Phase I)

Electrification of 115 sites in Kuilsville and Tlhakalatlou (Phase II)

New community area lighting in Kuilsville

Replace all old energy meters

Electrification project Kuilsville and Tlhakalatlou 49 erven

- **Solid Waste Removal**

Waste removal outsourcers and include Lime Acres. (Every household provided with a black bag)

Building of additional purification pond

- ° EIA process to close old site and to establish a new solid waste site.

b) Remaining Gaps

Proper maintenance of existing infrastructure

Economic and social development under risk of infrastructure deterioration

Infrastructure, maintenance, replacement and upgrade.

Upgrading of sewer pumps stations

Upgrading of existing water systems

Low cost housing

Streetlights

Upgrading of electricity

Upgrading of roads

Improvement of public transport

Upgrading of facilities and services

5.2.3 Financial Programme

What has been achieved in the past 5-years?

- Financial Viability

- On track towards GAMAP/GRAP compliance
- Install a new financial system
- Install a electricity meter replacement system
- Install a electronic debt collection system
- The process to streamline the indigent verification process will commence shortly
- Most of financial governance policies are in place

a) Remaining Gaps

- The cost of continuing with non–core business activities
- Achieving clean audit reports
- Establishing a new funding regime
- Extending the rates base in line with the Property Rates Act provisions
- To increase the collection rates

5.2.4 Institutional Programme

What has been achieved in the past 5 years?

The following policy documents have been drafted:

Code of conduct
Conditions of service
HIV Aids Policy
Wellness Policy
Transfer Policy
Substance Abuse Policy
Smoking Policy
Sexual Harassment Policy
Employment Equity Policy
Recruitment, Screening and Selection Policy
New Employee induction Policy
Occupational Health and Safety
Unauthorised Absence Policy
Benefits Policy
Disciplinary Policy

Grievance Policy

Skills Development Policy

Incapacity: Ill health / injury Policy

Managing Poor performance Policy

Relief Employment Policy

Acting allowance Policy

Relief employment policy

Acting allowance policy

Employee Performance Management Policy

Plans

The workplace skills plan

Employment Equity plan

a) Remaining Gaps

The retention strategy and relevant policy document still needs to be developed

- Organizational performance and service delivery efficiency remains below expectation;
- Institutional skill levels require improvement;
- Management capacity needs to be bolstered, especially at middle and supervisory levels;
- Behavior, attitudes and values of staff need to be enhanced;
- Systems and processes need improvement;
- Management systems to be implemented
- Integrated management Information systems to be put in place

5.3 STRATEGIES

During this phase certain "what to do procedures" would be formulated on how to achieve the objectives. During this phase the following issues should be addressed:

- Debate should take place within the workshops on the most appropriate ways and means on how to arrive at your end result and strategy(ies) therefore.
- Alignment should take place during the process whereby the guidelines, regulations, acts and principles set by all spheres of government should be adhere to. All the role players in the process should take up their responsibilities.
- During this process phase shortcuts should be avoided and "the easy way out: estimated.
- Appropriate and innovative ways of problem solving should be negotiated during the workshop.
- Cost effectiveness and sustainability should be a common goal during the strategic planning phase.
- Practical choices should be formulated on how to improve the future of the residents within the area and during these discussions alternative solutions should be evaluated.

- The following levels of the society and issues should be the central theme in the strategic planning process:
 - Marginalized groups;
 - Gender;
 - Poverty; and
 - HIV/AIDS.
- Conflict resolution within this process should be emphasised; and
- Once a visions, objectives and strategies have been agreed on and tabled, a unifying and co-operative approach could be reached.

The following development strategies^{14[5]} were formulated during this IDP Review Process and linked to each of the issues and objectives, as mentioned above:

Issues	Objectives	Strategies
Housing and serviced sites	1. Provision of 1250 formally planned and serviced sites to erect formal houses on, within a 5 year cycle in order to address the housing backlog at 287 units per year	a) Servicing of sites to develop houses on b) Provide low cost housing
Bulk water and Sanitation	2. To provide every household in Kgatelopele with easy access to good quality drinking water supply and systems, according to RDP standards, by 2013/2017	a) Upgrading and new water systems b) Upgrading and new sewerage systems c) Upgrading of sanitation systems
Electricity	3. To provide electricity to households, which are without, in each of the communities in Kgatelopele. by 2013/2017	a) Provision of household electrification b) Provision of street lights and community lights c) Upgrading of electricity systems and networks
Roads and	4. To upgrade and maintain	a) Upgrading of access

transport infrastructure	all major internal and access roads, in Kgatelopele as well as to address the increasing need for sufficient and available public transport by 2013/2017.	roads b) Upgrading of internal roads c) Developing of new roads infrastructure d) Address needs of the disabled e) Improvement of Public Transport Infrastructure f) Upgrade storm water systems g) Enhance traffic control
Refuse Removal	5. To provide effective refuse removal services and licensed sites to all communities in Kgatelopele by 2013/2017	a) Licensing of current site b) Developing of additional sites c) Upgrading of fleet and equipment d) Rehabilitation of existing site when necessary
Local Economic Development	6. Funds was made available by Department Economic Development and Tourism to establish a LED Strategy. The	a) Conduct study b) Establishment of supportive structures c) Planning LED

	process started in September 2011 and was adopted by Council August 2012.	d) Marketing of LED
Municipal Systems and Management	7. The improvement of infrastructure, systems as well as the capacity building of staff in order to create an effectively managed and functioning municipality by 20013/2017.	a) Improve revenue of municipality b) Upgrading and improvement of municipal systems c) Upgrading of municipal equipment d) Upgrading of municipal infrastructure
Health Facilities	8. To upgraded and improve all current health facilities and services, including ambulance services, in the whole of Kgatelopele by 2013/2017	a) Upgrade health service delivery b) Upgrading of health facilities and services
HIV/AIDS	9. To address HIV/AIDS and unwanted pregnancies effectively in the whole of Kgatelopele by 2013/2017, in order to reverse the negative effect it has on the socio-	a) HIV/AIDS Awareness Campaigns b) Establish support structures for HIV/AIDS affected and infected

	economy of the municipal area.	
Sport and recreation	10.To provide good quality sport and recreation facilities and services accessible to all communities, in the whole of Kgatelopele by 2013/2017.	a) Development of new sport and recreation facilities b) Upgrading of existing sport and recreation facilities
Social services and facilities	11.To provide sufficient and quality social services and facilities in order to address the negative effects social problems has on the health and economy of the communities, by 2013/2017.	No Strategies or projects developed for 2012/2013
Education and library services	12.Provision of good and quality education and library services to all communities in Kgatelopele Municipality Area by 2013/2017	a) Upgrading of the library
Environment	13. Implementation of Integrated Waste Management Plan by July 2013	a) Development of environmental management policies b) Upgrading of current

	14. Development of Environmental Policy July 2013, guiding the implementation of all the by-laws	environmental systems
	15. Implementation of the Environmental Implementation Plan	c) Implementation of Integrated Waste Management Plan

	(attached as an annexure)	
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5.4 Key Performance Areas

The Table below identify the critical elements within the five Key Performance Areas (KPA) the SPM have set for itself and to link it to the Directorate mainly responsible for the specific KPA although it should be recognised that it is a corporate function and responsibility lies with the Corporate Centre – the Executive Management Team. The table also attaches the proposed strategic objectives within each KPA with targets - including and linked to national and provincial objectives and targets. The table therefore articulates the 5-year focus and priority emphasis in each one of the KPA's.

KPA 1 : MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	TIMEFRAME	RESPONSIBILITY
1	Council adopt credible IDP's review for 2013/17	<ol style="list-style-type: none"> 1. Ensure that IDP is credible with community 2. Ensure that the Premier signs off the Municipal IDP 3. Ensure that the IDP facilitate the development of a credible PMS system 		Council COGHSTA Council , Council, COGHSTA
2	Support Council to establish the core basic municipal system to function as effective institutions as required by law	Prioritizing hands-on PMS support to Council in the development and implementation of PMS by ensuring the:- <ol style="list-style-type: none"> 1. Comprehensive compliance of the Municipality with regard to Performance Management 2. Support and capacitating of Municipality to meet the statutory reporting obligations 3. Support Council to participate in the Municipal performance Excellence Awards and other programmes 4. MEC reports on status of municipality to Provincial Legislature and National Minister of Provincial and Local Government as per requirement of the Law 5. Develop and maintain a performance related database (questionnaire) for Municipality at Kgatelopele 	To be assisted by Siyanda District Municipality during 2013/2017 financial year Ongoing Ongoing January of every year To be assisted by Siyanda District Municipality	COGHSTA , Siyanda COGHSTA COGHSTA Prov Treasury COGHSTA COGHSTA
3	Finalizing a local government competency	<ol style="list-style-type: none"> 1. Assist Council in the development of job descriptions in line with the competence framework for Senior Managers and their recruitment 	To be assisted by Siyanda District	Siyanda

	framework by July 2010/11 (Which include improving the regulatory environment by issuing regulations on the appointment performance and evaluation of Municipal Managers together with other Senior Managers	<ol style="list-style-type: none"> Facilitate the development of job profiles for each post with the assistance of line managers to determine the specific job outcomes Monitor the implementation of the competency framework process 	Municipality To be assisted by Siyanda District Municipality Ongoing	Siyanda SALGA COGHSTA
4	Supporting Municipality to fill vacant Municipal and Senior Managers posts	<ol style="list-style-type: none"> Facilitate the compliance of section 57 contract with the competency framework in the appointment of senior managers where such vacancies exist Develop recruitment and retention strategy with particular focus to rural based Municipality 	Only vacancy for Technical Manager HR Strategy approved by Council 31 May 2010	COGHSTA and SALGA COGHSTA SALGA

KEY PERFORMANCE AREAS (KPA) 2

BASIC SERVICE DELIVERY

NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	TIME FRAME	RESPONSIBILITY
1	Ensuring that the following service delivery targets are achieved: i) All communities have access to clean water and decent sanitation by 2010. ii) All houses on registered erven to have access to electricity by 2012. iii) There is universal provision for Free Basic Services . iv) Business plan for 835 houses to be build was submitted	i) Complete and verify backlog study ii) Develop provincial sector plans with the municipality iii) Develop provincial sector implementation plans with annual targets with the municipality's IDP. iv) Align sector plans, i.e. Housing with MIG and municipality's IDP v) Report annually to Cabinet and PCC vi) Establish targets for roads and transportation infrastructure with the municipality.	All serviced erven have access to clean water. All serviced erven have access to electricity and 49 erven were completed 2012. Need to build 535 houses by 2014	DME COGHSTA Premier's Office Municipality
2	Prioritizing the eradication of the bucket system by December 2007	i) Develop implementation plan for the eradication of the bucket system, with clear targets in line with resources availability	Completed	DWA COGHSTA Treasury Municipality
3	Development of strategies to better utilize the services of large contractors, construction teams as well as the support from State Owned Enterprises	i) Analyse national model and adapt to provincial needs ii) Adopt provincial model from the National Strategy Development. iii) Hold IGR workshop to explain the strategy iv) Implement provincial strategy	Jan 2012 March 2012 Ongoing Ongoing	DME COGHSTA Premier's Office Dept of Labour
4	Alignment of all sector plans with the PGDS and IDPs and the NSDP so as to meet service delivery targets	i) Alignment of sector plans (e.g. water, sanitation, electricity, roads, housing, waste management municipal health) with IDPs, PGDS and NSDP. ii) Report regularly to Provincial Executive Committee	Ongoing Ongoing	COGHSTA Public Works Municipality

5	Prioritizing technical hands-on support to less capacitated municipalities, e.g. through the DBSA support initiative, the DPLG, SDFs, the NT, DWAF, JIPSA etc.	<ul style="list-style-type: none"> i) Establish and refine the management arrangements and support mechanisms for deployment of local government technical experts ii) Develop guidelines for effective deployment of local government technical experts. iii) Develop a strategy to identify more generalist technical experts from within the sector and mobilise specialist experts from Government and outside Government with the municipality iv) Roll-out phased hands-on support to former cross boundary, Imbizo and nodal municipalities respectively. v) Accreditation of 5 District municipalities vi) Implementation plan to support less capacitated Municipalities 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	COGHSTA Public Works	Technical SDFs as well as Siyenza Manje experts deployed
6	Specific hands-on support will be given to the realigned (previous cross-boundary) municipalities and the 21 urban and rural nodes	<ul style="list-style-type: none"> i) Orientation of officials in the ISRDP in the previous cross-boundary municipalities/nodes ii) Economic profiling of the nodes and development of economic development strategy in the municipality iii) Implement community investment programme (HRD) in 2 nodes for this year and all nodes in the next five years iv) A short term intervention is put in place where the DBSA will deploy technical expertise to previous cross-boundary municipalities Siyenza Manje. 	<p>Dec 2007</p> <p>Ongoing</p> <p>Ongoing</p> <p>Dec 2007</p>	<p>OTP, COGHSTA, IDT</p> <p>OTP, Dept Economic Affairs</p> <p>OTP, COGHSTA IDT, LGSETA</p> <p>DBSA, COGHSTA</p>	<p>COGHSTA. The need for the deployment of full time support team.</p> <p>Strategy to be developed for HRD</p> <p>There is no deployment from DBSA</p>

KPA 3 LOCAL ECONOMIC DEVELOPMENT

NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	TIME FRAME	RESPONSIBILITY
1	The provincial government to support Municipalities with the preparation of implement able LED Strategies that are aligned with the revised IDP's	<ol style="list-style-type: none"> 1. Manage the Provincial IDP engagement process and ensure alignment with LED strategies of Municipalities and PGD 2. Provincial LED status quo assessment completed. 3. Develop Municipal LED competency frame work per Municipality 4. Develop Provincial KPI's for LED implementation 5. Mobilization and deployment of LED related resources and capacity in municipalities. (Private Sector, SDF etc) 	The LED Strategy for Kgatelopele Municipality was adopted by Council on 28 August 2012 .	OTP, DPLG, GOCHSTA DM Economic Affairs, OTP & CPGHSTA OTP, Economic Affairs & COGHSTA OTP, Economic Affairs, DBSA, COGHSTA, DM
2	Provincial Government and District Municipality support all Municipalities by prioritizing LED interventions in the Provincial Growth and Development Strategy	<ol style="list-style-type: none"> 1. Technical Economic Cluster to coordinate LED support and PGDS alignment strategy for District municipalities needs to be linked to district growth strategies and municipalities. 2. Develop second economy in partnership with civil society and Rural Economic Development with particular focus to small towns and declining economies. 	July 2007	Office of the Premier, Economic Affairs, Economic Cluster PGDS Secretariat/ Champions forum District Municipality
3	Customize the National Framework for LED in alignment with ASGI-SA in the District Municipalities and the Municipalities	<ol style="list-style-type: none"> 1. Convene a LED, workshop with Local Municipalities, businesses. 2. Identify and exploit the comparative and competitive advantage of the Local Municipalities. 3. Identify and prioritize local support as per their comparative and competitive advantages 4. Forging public private partnerships through the involvement of private sector at Technical PCL level 5. Improve market and public confidence in municipalities 6. Mobilize funding institutions to stimulate LED at municipal level 7. Intensify enterprise support at Local level. 	LED workshop held with local businesses and stakeholders. District LED workshop held in March 2012 with the Councillors and businesses Nov 2013/14 Ongoing March 2009/14 April 2008/14 June 2008 and ongoing Aug 2007 ongoing	OTP, Economic Affairs and Economic Cluster District Municipality

4	The LED Framework will be implemented through mobilization of key sets of LED related capacity	1. Deployment of experienced economists, development economists and planners in Municipalities. Identification of high-level skills and dedicated strategic leadership programme for municipal managers and senior municipal staff.	April 2008 and ongoing	OTP, DPLG, Economic Affairs, COGHSTA, District Municipality
		2. Increase the level of economic and social investment in the municipal areas	April 2008 and ongoing	OTP, DPLG, Economic Affairs, COGHSTA, District Municipality
5	Urban based municipalities need special attention and must be supported to understand their unique LED role in contributing to the provincial and national economy	1. Work closely with District Municipality, Provincial Government, SALGA to finalize the Provincial Urban Development Framework	Feb. 2008/14	OTP, DPLG, Economic Affairs, COGHSTA District Municipality
		2. Focusing on making urban land markets work for the poor	April 2008 and ongoing	
		3. Promoting more competitive business environment and facilitating the movement of information, people and products within and around small towns	July 2008 and ongoing	
		4. Promoting appropriate economic integration zones	Sept 2008/14	

KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	TIME FRAME	RESPONSIBILITY
1.	Provincial government must provide financial management hands-on support to in particular, low capacity municipalities and improve the capacity to account for public resources.	<ul style="list-style-type: none"> I. Support municipalities to comply with MFMA priority areas for implementation. (Annual Financial Statements, Quarterly reports and annual reports) II. Province will deploy Financial Management experts to low capacity municipalities III. Mobilize resources from all stakeholders to give support to all low to medium capacity and cross boundary municipalities, e.g. mentoring program IV. Establish shared services and promote knowledge sharing 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing 	<ul style="list-style-type: none"> COGHSTA, Provincial treasury COGHSTA, Provincial treasury DBSA COGHSTA, Provincial treasury COGHSTA, Provincial treasury
2.	Improve the capacity to account for public resources. Support all programs that are designed to improve governance and fight corruption.	<ul style="list-style-type: none"> I. Rollout of National Local Government anti-corruption strategy to all municipalities and coordinate the implementation of the strategy at a local level. II. Support all municipalities to develop and implement anti-corruption policies, systems and procedures including internal institutional structures and capabilities. III. Ensuring that internal audit function is implemented IV. Assist Kgatelopele in the implementation of financial policies like procurement policy, bank cash policy, investment policy, credit control and other related policies 	<ul style="list-style-type: none"> 2013/2014 2013/14 Reviewed annually 	<ul style="list-style-type: none"> COGHSTA, Provincial treasury, SAPS, NIA, DoJ COGHSTA, Provincial treasury, NIA, DoJ COGHSTA, Provincial treasury, District municipalities COGHSTA, Provincial treasury

3.	Guiding the implementation of the Municipal Property Rates Act (MPRA)	<p>I. Support and Monitor the Municipal implementation of the Act, and its impact of communities and fiscal environment</p> <p>II. Establish a Valuation Appeal Board</p> <p>III. Management of the Implementation of Regulations at Municipal Level</p>	<p>1 July 2007/14</p> <p>1 July 2007/14</p> <p>Sept 2006 – April 2014</p>	<p>COGHSTA, Provincial treasury</p> <p>COGHSTA, Provincial treasury</p> <p>Kgatelopele Management & Council</p>
4.	Support all programs that are designed to improve governance and fight corruption.	<p>I. Support Project Consolidate to make money available to upgrade the financial system to implement better systems and procedures</p> <p>II. Establish a Samras support unit at Siyanda</p> <p>III. Support with IT because Kgatelopele do not have the capacity or funds available</p> <p>IV. Awaiting on the report of the MEC on the financial sustainability of Kgatelopele</p>	June 2007/2014	<p>COGHSTA, & Siyanda</p> <p>COGHSTA, & Siyanda</p> <p>COGHSTA, & Siyanda</p> <p>COGHSTA, & Siyanda</p>

KPA 5: GOOD GOVERNANCE AN PUBLIC PARTICIPATION

NO.	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	TIME FRAME	RESPONSIBILITY
1.	Undertaking an intensive local campaign to improve mechanisms for community participation and empowerment with the specific focus on : i) Municipalities that experienced municipal protests in 2005 ; ii) The urban and rural development nodes ; and	i) Provide ongoing support for the implementation of the national policy guidelines on public participation with a focus on the priority municipalities. ii) Build capacity of ward committees through accredited LGSETA process iii) Adopt a ward campaign by senior managers in municipalities.	June 2007/14 05 March 2007/14 Dec 20007/14	COGHSTA Local Municipality Co-operative manager
2.	Mayors, Councilors and Managers must lead public participation in the municipal area	i) Existing provincial and Municipal outreach programmes to be enhanced to include Senior and Middle Managers.	June 2007/14	COGHSTA
3.	Specific focus and support should given to the Municipal Speakers/mayors	i) Implement the National Strategy to support the Offices of Speaker/Mayor ii) Establish comprehensive machinery for supporting public	June 2007/14	OTP; COGHSTA

		iii) participation through ward committees Implement the Developed public participation regulatory framework.		
4.	Strengthen Transparency and accountability of financial affairs of Local Government.	i) Ensure strict adherence to tender rules and financial management regulations and provide guidelines on reporting unethical conduct by Councilors and officials. ii) Hold regular public reporting of financial expenditures according to budgets. iii) Ensure independent audits	Sept 2007 – ongoing Once a year Annually	Provincial Treasury CFO of municipality. Local Audit committee
5.	Improving communication, refining the Izimbizo Program and deepening social mobilization	i) Circulating and assisting in the implementation of the finalized national provincial and local programme for 2007. ii) Establish comprehensive framework for communication “ within the local circle	May 2007 and ongoing Communication Forum exciting – Draft Communication Strategy compiled and	GCIS: OTP; COGHSTA GCIS,CDW,s all Local Department, Municipality and community committees

		“(Linked to performance contracts of MM,s, issues of literacy and language, co-ordination Imbizo)	ready to present to Council for adoption / March 2010/11	
6.	Strengthening Political Championship, support and oversight	i) Develop proactive intervention plans to address and stabilize the political and administrative components of targeted municipalities ii) Provide leadership support iii) Institutionalizing sector engagement	Ongoing June 2007/14 Ongoing	0TP; COGHSTA; SALGA; COGHSTA
7.	Strengthen Good Governance at Local Level	i) Implement the Code of Conduct for Councilors ii) Establish Audit Committees at the Municipality (Risk Management) iii) Establish anti-corruption forum	Ongoing June 2007/14 May 2007/14	Office of the Municipal Manager

6 *EXTENT AND DETAIL OF PROJECTS*

In the chapter detailed actions and projects, linked to costs, financial sources and time scales are discussed.

6.1 PROJECTS AND DESIGNS

In the previous chapter (5) the main objectives of the Council and the community as a whole, were discussed. In order to reach these objectives and to address certain difficulties, we therefore look in detail at specific projects and actions, which are needed to achieve these objectives and to address all public input, problems etc.

During this phase of IDP review, the existing list of projects^{15[6]} was scrutinised, projects completed and those to be implemented in 2005/6 and 2006/7 were indicated, and those to be implemented in 2005/6, were designed according to the Logical Framework Approach. (See tables below)

Annexure A includes the list of projects which are completed in the 2012/2013 financial years.

Annexure B includes a list of the approved IDP Projects for the 2013/2014 financial years.

Annexure C includes the projects that is registered for the 2013/2017 financial years.

Annexure D includes planned projects for the 2013/2017 financial years.

^{15[6]} For more information regarding the initial list of projects, please consult the IDP for 2003/4

A. Kgatelopele Completed Projects from 2003/11

During this phase of IDP review, the previous project proposals and designs were completed.

1	Servicing of 250 sites: water & sewerage	2003/4	R1,183 000	Completed
2.	Water and sewerage for Oliver Tambo (Maranteng) sites i) 45 Toilets ii) 151 Toilets	2005/6 2005/6	R 106 000 R 363 600	Completed Completed
3.	Borehole in Danielskuil	2003/4	R 461 560	Completed
4.	Water network: Danielskuil	2003/4	R 1,303 000	Completed
5.	Resealing of the reservoir: Danielskuil	2003/4	R 633 000	Completed
6.	Danielskuil: Rehabilitation of sewer purification plant (Phase 1)	2005/6	R 2,279 377	Completed CMIP
7.	Sewer pump station in Kuilsville and Tlhakatlou	2005/6	R 80 000	Completed OPM (MTI)
8	VIP Toilets and water borne toilets 45 Toilets 151 Toilets	2005/6 2005/6	R106 000 R 363 600	Completed
9	Electricity connections: Danielskuil	2005/6	R 190 000	Completed
10	Electrification of 250 sites: Kuilsville and Tlhakatlou 30 Connections completed	2004/5	R 137 129	Completed NER
11	Replace energy meters And new computer system	2005/6	R 500 000	Completed
12	Integrated Economic Development Study	2003/4	Siyanda District	Completed
13	Upgrading of administration systems and financial systems SAMRAS and IMIS Systems	2005/6	R 465 000	Completed
14	Establishing of HIV/AIDS support groups	2004/5		Completed
15	Development of playground in Kuilsville	2004/5	R 330 905 Lotto	Completed
16	Upgrading of libraries TV, DVD etc	2003/4 2004/5	R 63 000 R 18 521	Completed Completed

17.	Tourism Centre – Rehabilitation of 1933	2007/2008	R 1 200 000	Completed
18	Building new sewer pump station – Tlhakalatlou	2007/2008	R 1 235 284	Completed
19	Sewer pump station - Kuilsville	2007/2008	R 1 545 361	Completed
20	Eradication of buckets	2007/2008	R 3 184 000	Completed
21	Valuation of all properties in Kgatelopele Municipal Area	2007/2008	R 1 183 772	Completed
22	Upgrade equipment and vehicles	2007/2008	R 1 864 210	Completed
23	Development of 287 sites with services Kuilsville and Tlhakalatlou	2007/2008	R 2 959 571	Completed
24	Fencing of sewer works	2008/2009	R 810 540	Completed
25	Building of 200 houses	2008/2009	R 4 350 600	Completed
26	Provision of an additional water source to Tlhakalatlou	2008/2009	R 3 265 650	Completed
27	Upgrading of an additional water source to Tlhakalatlou – Completion of pipeline	2009/2010	R 1 500 000	Complete
28	Construction of toilets on developed erven	2009/2010	R 2 745 120	Complete
29	Electrification of 120 sites Kuilsville and Tlhakalatlou	2009/2010	R 2 196 857	Complete
30	New community area lighting in Kuilsville	2009/2010	R 1 947 621.60	Complete
31	Building of 100 Houses	2010/2011	R 5 600 000	88 Completed
32	Refurbishment of water network	2010/2011	R 2 300 000	Complete
33	Electrification project Kuilsville and Thakalatlou 49 Erven	2012/2013	R 200 000 R 645 234	Complete
34	EPWP Job creation projects paving of roads	2012/2013	R 612 000 R 478 999	Complete
35	EPWP Cleaning of dump site Cleaning of sidewalks Cleaning of tarr road	2012/2013	R 1 000 000	Complete
37	Phase 2 of Library	2012/2013	R 630 000	Complete

B. Kgatelopele Approved IDP projects– 2013 – 2014

During this phase of IDP review, the following project are approved and funded in 2012/2013 as indicated in the list below:

Priority Issue	Objectives	Strategies	No	Projects	Priority	Costs / Source	Status Of Project
1. Insufficient houses and serviced sites to build houses on	Provision of 1250 formally planned and serviced sites to erect formal houses on, within a 5 year cycle in order to address the housing backlog at 250\ units per year	Provide low cost housing	1	Build houses - 50 Houses	2013/14	R 3 900 000	COGHSTA
			2	Provision of civil services to 203 erven in Kuilsville Tlhakalatlou and Danielskuil	2013/14	R 5 199 559.30	COGHSTA
2. Insufficient supply and maintenance of <u>bulk water and sanitation.</u>	To provide every household in Kgatelopele with easy access to good quality drinking water supply and toilets, according to RDP standards, by 2009/10	To provide households and businesses with a water and water born sewerage system	3	Bulk water supply for Kuilsville Tlhakalatlou and Danielskuil	2013/14	R 15 594 484.81	MIG
			4	Feasibility study for additional water sources for Kuilsville Thakalatlou and Danielskuil	2013/14	R 2 297 126.31	MIG
			5	Upgrading of existing sewerage purification works in Danielskuil	2013/14	R 13 239 776.11	MIG
			6	Replacement of all water meters	2013/14	R 7 500 000	External funds
3. Insufficient provision and maintenance of <u>electricity</u>	To provide electricity to households, which are without, in each of the communities in Kgatelopele by 2009/2010	Household electrification	7	Refurbishment of Electrical network	2013/14	R 2 500 000	Petra
			8	Replacement of electrical meters	2013/14	R 6 000 000	External funds
4. Insufficient provision and maintenance of <u>roads and transport infrastructure</u>	To upgrade and maintain all major internal and access roads, in Kgatelopele as well as to address the increasing need for sufficient and available public transport by 2009/2010	Maintenance of roads and side walks	9	EPWP	2013/14	R 1 000 000	Public Works
		New landfill site to be developed for Kgatelopele	10	Solid waste disposal site	2013/14	R6 573 366.54	MIG 966
5. Cemeteries	To improve the current cemeteries	Improvement of facilities	11	Cleaning and fencing of cemeteries	2013/14	R 500 000	External funds
6. LED	Development of a regional plant for LED	Improvement of LED and establishment of a long term business	12	Tyre granulator Plant	2013/14	R 1 074 000	Petra Diamonds

C. Kgatelopele MIG Registered Projects 2013 - 2017

During this phase of IDP review, the following projects were designed and to be implemented in future when funds are available:-

Priority Issue	Objectives	Strategies	No	Projects	Priority	Costs / Source	Status Of Project
1. Insufficient houses and serviced sites to build houses on	Provision of 1250 formally planned and serviced sites to erect formal houses on, within a 5 year cycle in order to address the housing backlog at 250\ units per year	Provide low cost housing	1	Build houses - 485 Houses	2014/15	R 26 165 508	Funds COGHSTA
			2	Provision of Housing (Above RDP Housing Income)	2014/2015	R 3 800 000	COGHSTA
			3	Provision of Houses in Lime Acres	2014/2015	R 2 800 000	COGHSTA/Mine
2. Insufficient supply and maintenance of bulk water and sanitation.	To provide every household in Kgatelopele with easy access to good quality drinking water supply and systems, according to RDP standards, by 20010/2011	Upgrading and new sewerage system	4	Upgrading of Kuilsville sewer line	20014/15	R3 500 000	MIG Funds
			5	Upgrading and refurbishing of water supply pipeline in Danielskuil, Kuilsville and Tlhakalatlou Phase 3	2014/15	R 8 130 000	ACIP
			6	Sewer system Phase 4 (Not approved by MIG)	2014/15	R 14 837 495	MIG
			7	Kuilsville : Upgrading of main sewer pump station and rising main	2014/15	R 5 755 236.47	MIG Funds
			8	Water pipeline Agriculture erven Kuilsville	2014/15	R 2 300 000	MIG Funds
3. Insufficient provision and maintenance of electricity	To provide electricity to households, which are without, in each of the communities in Kgatelopele by 2010/2011	Household electrification	9	Electrification of 230 sites Kuilsville and Tlhakalatlou	2014/15	R 7 440 000	Application DME
			10	Erection High Mast Lights (Kuilsville and Tlhakalatlou)	2014/15	R 4 800 000	MIG
4. Insufficient provision and	To upgrade and maintain all major internal and access	Upgrading of access roads	11	Maintenance of roads : Pavement Management System	2014/15	R 655 398 R 631 238	IDWALA LIME PPC

maintenance of roads and transport infrastructure	roads, in Kgatelopele as well as to address the increasing needs for sufficient and available public transport by 2010/2011		12	All outstanding gravel roads in Kuilsville and Tlakaatlou	2014/15	R 9 800 000	MIG
5. Insufficient stimulation and enhancement of the Local Economic Development (LED)	Funds were made available to establish a LED Strategy. The process started in September 2011 and will be adopted by Council in June 2012	Tourism Centre	13	Tourism Development of Conference Centre and Self Catering Accommodation Units	2014/15	R 1 800 000	DEAT Apply for funds
			14	Internet Café	2014/15	R 450 000	
			15	Multipurpose Centre	2014/15	R 12 000 000	
6. Ineffective functioning of municipal systems and management	The improvement of infrastructure, systems as well as the capacity building of staff in order to create an effectively managed and functioning municipality by 2014/2015	Improve capacity of staff Create effective management and Municipality	16	Identify and establish Key performance indicators (Section 26(i) MSA of 2000) Set Performance targets (Section 26(i)MSA 2000) Established investment plan and financial plan (Regulation 2(1) of the Municipal Planning and Performance Management Regulations of 2001) Project plans or programs to be implemented with the Municipality by any organ of state (Regulation 2(1) of Municipal Planning and Performance Management Regulations of 2001) As well as various sector plans	2014/15	R 500 000	Mun Budget
		Upgrading infrastructure	17	Building of additional offices	2014/15	R2 400 000	
			18	Upgrading of Tlhakatlou Office	2014/15	R 2 000 000	
			19	Devils Fork Fence around Municipal Office	2014/15	R 395 000	

7. Ineffective functioning of municipal systems and management	The improvement of systems as well as the capacity building of staff in order to create an effectively managed and functioning municipality by 2014/2015	Improve capacity of staff	20	Skills Development of Technical Staff and administrative	2014/15	R 350 000	De Beers Idwala Lime PPC
8. Community Development	Upliftment of Local schools, Local Bursary's, Enterprise Development, ABET Community and Computer literacy	Improve capacity of the community by implementing various scheme's	21	A bursary scheme offered to the community for tertiary education preferable in the Engineering field of study, to assist with specialised Teachers and other needs identified for the Local Schools,	2014/15	R 75 000	Idwala Lime
9. Insufficient health and Hygiene services	To improve the health and hygiene services in the whole of Kgatelopele by 2014/2015	Health and Hygiene Awareness Campaign	22	Health and Hygiene Awareness	2014/15	R 45 000	Mun Budget
			23	Establishment of new grave yard	2014/15	R 2 000 000	MIG
			24	Rehabilitation of asbestos roofs	2014/15	R 8 000 000	COGHSTA
10. Insufficient Sport facilities	To develop a sport facility for the community of Kgatelopele	To provide sport facilities for the various disciplines in Sport	25	Develop a multi purpose Sport Facility	2014/15	R 13 000 000	Department of Arts Culture and Sports / LOTTO funds

11. Insufficient facilities for testing of vehicles for road worthiness and a facility to obtain drivers licences.	To develop a testing facility	To provide facility for vehicle road worthiness and driver licences	26	Vehicle test station and driver licensing	2014/15	R 6 000 000	Own funds
12. Insufficient facilities for removal of building and garden refuse	To implement a telecon system for the removal of garden / building waste	To implement a telecom system for the removal of garden / building waste	27	Telecon for the removal of garden / building waste	2014/15	R 7 000 000	Own funds

D. Kgatelopele Planned Projects 2013/17

During this phase of IDP review, the following projects were designed and to be implemented in future when funds are available:-

Priority Issue	Objectives	Strategies	No	Projects	Priority	Costs / Source	Status Of Project
1. Insufficient <u>houses and serviced sites</u> to build houses on	Provision of 1250 formally planned and serviced sites to erect formal houses on, within a 5 year cycle in order to address the housing backlog at 250 units per year	Provide low cost housing	1.	Rural housing of landless people	2015/16	External	Next financial year
2. Insufficient supply and maintenance of <u>bulk water and sanitation</u> .	To provide every household in Kgatelopele with easy access to good quality drinking water supply and systems, according to RDP standards, by 2015/2016	Upgrading of sewer pump stations, sanitation system, sewerage system and purification plant	2	Upgrading of outstanding 7 pump stations	2015/16	R1 400 000	Budget
3. Insufficient provision and maintenance of electricity	To provide electricity to households, which are without, in each of the communities in Kgatelopele by 2015/2016	Upgrading electricity systems and networks	3	Rehabilitation of outstanding street lights	2015/16	R 700 000	Budget
			4	Upgrading of existing electrical network according to master plan	2014/15 2015/16	R 1 000 000 R 1 000 000	Next financial year
4. Insufficient provision and maintenance of <u>roads and transport infrastructure</u>	To upgrade and maintain all major internal and access roads, in Kgatelopele as well as to address the increasing need for sufficient and available public transport by 2015/2016	Upgrading of access roads	5	Access road to Kuilsville, from Idwala Mine	2015/16	R 3 500 000	Next financial year
		Upgrading of internal roads	6	EPWP paving of roads	2015/16	R 1 000 000	Next financial year
		New roads infrastructure	7	Pedestrian crossing over the main road for school children in the rural areas	2015/16	R 500 000	Next financial year
		Upgrade storm water systems	8	Upgrading of present storm water system	2013/1	R 2 550 000	Next financial year

		Enhance traffic control	9	Evaluate the sustainability of a traffic test ground	2015/16	R2 100 000	Next financial year
		Improvement of Public Transport Infrastructure	10	Development of bus and taxi terminus in Danielskuil	2015/16	R 1 800 000	Next financial year
5. Insufficient stimulation and enhancement of the <u>Local Economic Development</u> (LED).	To stimulate and enhance Local Economic Development (LED) by 2015/2016 in order to generate new businesses and attract potential development, influencing the economy of Kgatelopele positively	Marketing of town	11	Marketing of town and tourism day	2015/16	R 50 000 Operational	Next financial ear
		Tourism	12	Development Boesmansput on Mount Carmel	2015/16	R 1 500 000	NCEDA
6. Ineffective functioning of municipal systems and management	The improvement of infrastructure, systems as well as the capacity building of staff in order to create an effectively managed and functioning municipality by 2015/2016	Improve capacity of staff Create effective management and municipality	13	Building of achieve	2015/16	R 2 100 000	Next financial year
			14	Fencing of Hall at Kuilsville	2015/2016	R 500 000	Next financial year
7. Insufficient hospital, ambulance and other health facilities and services	To upgraded and improve all current <u>health facilities</u> and services, including ambulance services, in the whole of Kgatelopele by 2015/2016	Upgrade service delivery	15	Develop a maintenance / service delivery operational plan	2015/16	R 610 000	Next financial year
		Upgrading of facilities and services	16	Upgrading of the current clinic in Danielskuil	2015/16	R 600 000	Next financial year
			17	Health Clinic to be upgraded to a hospital with all health services	2013/14	0	Next financial year
			18	Upgrading of ambulance services	2015/16	R 260 000	Next financial year

7. Skills development	Training of interns, learner ship and bursaries	Improve capacity of staff	19	Skills training :- TLB Operator Dump Truck Operator Forklift Operator Plant Attendant Operator Cat Operator Front Loader Operator Water Truck Operator	2015/16		
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SOCIAL AND LABOUR PLAN AS REQUIRED TO FORM PART OF THE IDP

1. IDWALA LIME

CATEGORY	PROJECT	OBJECTIVES	2008/09 R VALUE	2009/10 R VALUE	2010/11 R VALUE	2011/12 R VALUE	2012/13 R VALUE
Infrastructure	Household Electrification	To provide electricity to 287 households within the communities of the Kgatelopele Municipality	R 300 000	R 321 000	R 343 000	R 200 000	R 267 500

(Note: this infrastructure project is shared with PPC Lime)

CATEGORY	PROJECT	OBJECTIVES	2008/09 R VALUE	2009/10 R VALUE	2010/11 R VALUE	2011/12 R VALUE	2012/13 R VALUE
Poverty Alleviation / Job Creation	Maintenance of roads and side walks	To assist the Kgatelopele Municipality with the backlog of infrastructure that is maintenance of roads and side walks by paving access roads within the communities. In doing so promotes sustainable community development through: creation of employment opportunities - approximately 40 people at the initial start of project, promote community involvement, impart technical skills to the unskilled and semi-skilled members of the community, retain as far as possible the funds expended on the project within the community, develop contractors	R 500 000	R 535 000	R 572 450	R 612 000	R 655 398

		from within the communities. This project will be combined with EPWP and in the research done this project can be an on going project for a minimum of five years.					
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(Note: This project which covers elements of Infrastructure, Poverty Alleviation and Capacity Building will be a shared project with PPC Lime)

CATEGORY	PROJECT	OBJECTIVES	2008/09 R VALUE	2009/10 R VALUE	2010/11 R VALUE	2011/12 R VALUE	2012/13 R VALUE
Community Development / Skill Development	1. Capacity Building of technical staff within Kgatelopele Municipality	To provide assistance, support and training for technical staff that is 1 x Electrician and 1 x Diesel Mechanic	R 50 000	R 100 000	R 100 000	R 106 000	R 100 000
	2. Local Bursary Scheme	A bursary scheme offered to the community for tertiary education preferably in the Engineering fields of study.	R 0	R 75 000 3 x bursaries	R 75 000 3 x bursaries	R 159 000 3 x bursaries	R 75 000 3 x bursaries
	3. Upliftment of Local Schools	To assist with specialised teachers and other needs identified for the local schools Maths and Science Classes	R 70 000	R 70 000	R 70 000	R 88 179 R 168 540	R 70 000

2. PPC LIME's CONTRIBUTION TO IDP & LED PROJECTS

<i>Category</i>	<i>Project</i>	<i>2008/09</i>	<i>2009/10</i>	<i>2010/11</i>	<i>2011/12</i>	<i>2012/13</i>	<i>TOTAL</i>
<i>Infrastructural development</i>							
	<i>Electrification</i>	<i>R 575 000</i>	<i>R609 500</i>	<i>R 646 070</i>	<i>R645 234</i>	<i>R725 924</i>	<i>R3 241 328</i>

<i>Poverty alleviation</i>	<i>Upgrading and Maintaining Access Roads</i>	<i>R 500,000</i>	<i>R 530,000</i>	<i>R 561,800</i>	<i>R 478 999</i>	<i>R 631,238</i>	<i>R 2,818 ,543</i>
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INFRASTRUCTURE

No	Name of identified Project	IDP Focus Area	Year	Total Amount	Nature of the Project
1	Training community Bursars in Kgatelopele Local Mun	8 – Ineffective functioning of Municipal Systems and Management	2013/14	R 300 000	Offer practical supervision and mentoring for municipal technical intakes in the field of electrical and fitting and turning
2	Special Training for Identified LM Staff including Customer Care and Basic Supervisory	8 – Ineffective functioning of Municipal Systems and Management	2013/16	R 450 000	To contribute towards capacity building of the municipal staff for effective functioning and management of the Municipality
3	Municipal Account Or Abet	8 – Ineffective functioning of Municipal Systems and Management 13 - Insufficient and poor condition of education and library services	2013/14 2013/14	R 250 000	To contribute towards effective function of the Mun and adhering to the Municipal Structures Act To address the challenge of illiteracy among the community members
4	Mobile Clinic	9 – Insufficient hospital, ambulance and other health services	2013	R 517 000	To provide a health service for the Kgatelopele community in partnership with Idwala Lime and PPC Lime
Poverty Alleviation Initiatives					
1	Petra Diamonds Small Business Hub	7 – Insufficient stimulation and enhancement of the LED	2013/17	R 8 780 695	To stimulate and enhance LED through sustainable job creation and business development
2	Community Trust	7 – Insufficient stimulation and enhancement of the LED	2013/17	R 600 000	This is linked with the Business Hub where the interest generated from the funded project will be channelled towards to other community development initiatives
3	Local supplier Development Programme	7 – Insufficient stimulation and enhancement of the LED	2013	R 4 000 000	To stimulate and enhance LED through sustainable job creation and business enterprise development

Infrastructure Projects					
1	Water pipe Maintenance Phase 2	2 – Insufficient supply and maintenance of bulk water and sanitation	2013	R 2 500 000	Replacement of the old asbestos water pipes in Danielskuil
2	Electricity Phase 2	3 – Insufficient maintenance for electricity	2014	R 2 000 000	Replacement and maintenance of electricity network in Danielskuil

7. Legally Required Sector Plans

During the first 5-year IDP various legally required sector plans were completed of which some are either in the process of being reviewed or will be reviewed during the 2007/08 financial year depending on whether the necessary resources can be secured to complete these plans.

The last phase of the compilation of an IDP includes the integration of the planned projects. This happens with the comparison of the various actions as planned and the merging of all actions which have an influence on, or are carried out by a specific department or section within the local government as an independent sector program, as prescribed by the IDP and/or other legislation.

The aim of this phase is to ensure that the individual sectoral programmes are in line with the strategic guidelines established earlier in the IDP process in order to address the involved community needs. The eventual aim is to align each of the following sectoral plans / programmes with each other.

Below is a summary of the status of all legally required sector plans. The complete documents are available.

7.1 WATER SERVICES DEVELOPMENT PLAN

The firm Africon is appointed to develop this plan. (Appointed in May 2007) Module 1 was completed and submitted to DWA. Module 2 was completed during March 2011 for submission.

7.1.1 FINANCIAL PLAN

The Financial Plan for Kgatelopele has not been developed and must be attended to in the 2008/9 financial year.

7.1.2 CAPITAL INVESTMENT PLAN

In developing the Capital Investment Programme, it was interesting to note that most of the investment is needed in infrastructure related projects, i.e. electricity, roads, water and sanitation. This is reflected in the backlog in terms of services.

The total investment needed for IDP projects is particularly high. It is further most unlikely for all projects to receive all the necessary funding for implementation. However, it does provide a realistic picture of the backlog in terms of services and facilities and the general high poverty levels of the Kgatelopele community, as already highlighted in previous chapters.

7.2 MUNICIPAL ACTION PLAN

Not yet finalized.

7.3 INTEGRATED INSTITUTIONAL PLAN

In process

7.4 INTEGRATED MONITORING AND PERFORMANCE MANAGEMENT SYSTEM

In process

7.4.1 SPATIAL DEVELOPMENT FRAMEWORK

The Spatial Development Framework of Kgatelopele Municipality is completed and adopted by Council 30 March 2012.

7.4.2 LOCAL ECONOMIC DEVELOPMENT STRATEGY PLAN

The LED Strategy was adopted by Council 31 August 2012.

7.4.3 INTEGRATED TOURISM PLAN

A Tourism Master Plan is currently being developed on Provincial level, and as soon as completed, Kgatelopele Municipality would give attention to the developing of a local Tourism Plan, informed by the Provincial plan.

7.4.4 DISASTER MANAGEMENT PLAN

Siyanda District Municipality appointed a service provider to develop a Disaster Management Plan.

7.4.5 HIV/AIDS STRATEGY

This strategy would be further developed within the 2012/13 financial year, and has as such been prioritized by the Mayor.

7.4.6 INTEGRATED ENVIRONMENTAL MANAGEMENT PLAN

Not yet in place. Kgatelopele Municipality does not have the capacity to manage the IEMP.

7.4.7 INTEGRATED WASTE MANAGEMENT PLAN

Siyanda compiled a Integrated Waste Management Plan that Council will adopt for Kgatelopele Municipality.

7.4.8 POVERTY REDUCTION AND GENDER EQUITY PLAN

Currently the Municipality hasn't yet developed a policy on these two very critical issues. However, the Municipality

accepts all National and Provincial policies and will continue implementing them.

As mentioned before, most of the investment is needed in, and will probably go to infrastructure related projects, directly influencing poverty alleviation. The focus on poverty alleviation and reaching its objectives as determined during the IDP process will therefore be of utmost importance to the Municipality.

Gender equity is not only part of the transformation of this Municipality but also very critical to eradicate the imbalances of the past. This Municipality will not only continue to ensure gender equity in its own organisation but when it is responsible for the implementation of projects gender equity will be a priority.

7.4.9 LAND USE MANAGEMENT PLAN

The land use Management Plan is integrated with the Spatial Development Framework to be approved.

The System is in place (IMIS) as part of the TGIS system, it however needs to be aligned with a new zoning scheme as planned in the Spatial Development Framework.

7.4.10 TRANSPORT PLAN

This Plan is to be developed on district level, in close collaboration with the National and Provincial Departments of Transport. The Transport Plan should include the transport of school children in the Municipal area.

7.4.11 SKILLS DEVELOPMENT PLAN

The new skills development plan for the 2012/13 financial year was completed and submitted.

8. CONCLUSION

8.1 OVERVIEW OF THE IDP PROCESS

Kgatelopele Council approved the original IDP in 2002. The initial document was first reviewed with the assistance of Plan Proactive cc, for the period 2003/2004. This document is therefore the third Reviewed IDP document, compiled by Mr G. Von Möllendorf Mr M. Kotze and Me P. Smit, for the period 2007/2008. After the fourth IDP Review process, it is clear that there are still gaps and questions relating to certain aspect. These aspects would, however, be addressed during the next IDP Review process, and mistakes made during this process would be taken into consideration in future.

The process was organized and conducted in the best way by which the Municipality could ensure the involvement and participation of the community as well as render a service to each person within the Municipal Area. Community Participation was the most important component of the process from the beginning. Thus, it was also the part of the process on which the most time and effort was spend.

Currently the IDP document has certain aspects which still need to be completed within the near future, as indicated in Section 5. Some of these aspects have been started and as soon as completed, would form part of this document.

The compilation of an IDP for any town or area is a dynamic process, which doesn't necessarily end with the completion, approval and submission of a document. It is only the start of the new way of working towards future planning of the respective area. As the current actions are completed, new needs arise and new objectives need to be formulated to address the needs. This document therefore, serves as the foundation on which annual building and planning must take place.

In future review processes, more attention should be given to the Integration Phase of the document, as well as to monitoring of the effective and successful implementation of projects.

This document would be submitted via the Siyanda District Municipality, to the MEC: Northern Cape Department of Local Government and Housing, on or before 31 May 2013.

8.2 REVISION AND UPDATING

The Integrated Development Planning is a dynamic process which does not stop with the completion of the document or its approval and submission to provincial governments, but actual implementation only start then. This document will therefore serve as a basis from which annual planning and reviewing will take place.

8.3 ASPECTS WHICH NEED ATTENTION

Currently the IDP document has certain aspects which still need to be completed within the near future. Some of these aspects have been started and as soon as completed, would form part of this document.

The compilation of an IDP for any town or area is a dynamic process, which doesn't necessarily end with the completion, approval and submission of a document. It is only the start of the new way of working towards future planning of the respective area. As the current actions are completed, new needs arise and new objectives need to be formulated to address these needs. This document therefore, serves as the foundation on which annual building and planning must take place.

In future review processes, more attention should be given to the Integration Phase of the document, as well as to monitoring of the effective and successful implementation of projects.

On national level it has been pointed out to almost all local authorities need to focus more of their planning on:

- a) Environmental issues,
- b) Alignment especially with regard to government departments and
- c) Sustainability of projects and programmes.

With this in mind this municipality already attempted to address some of the above-mentioned gaps in this IDP review process and are committed to continuing doing so in order to enhance developmental local government.

Sustainability and the IDP – The Cross Cutting Issues

Introduction

From before, but especially since the World Summit on Sustainable Development in Johannesburg in 2002, there is a concerted effort from national government to promote and priorities sustainable development on a local level and to integrate it into the IDP process.

The concept of sustainable development is contained in the South African Constitution and is an important theme in most of the major policies and legislation that have been promulgated since 1994. The Bill of Rights within the Constitution provides for the right of citizens to “an environment that is not harmful to their health or well being” (Ch 2 s24(a)). The Constitution (Ch 7 s152(1) further states that:

“(1) The objects of local government are –

- a) *to provide democratic and accountable government for local communities;*
- b) *to ensure the provision of services to communities in a **sustainable manner**;*
- c) *to promote **social and economic development**;*
- d) *to promote a **safe and healthy environment**; and*
- e) *to encourage the **involvement of communities** and community organizations in the matters of local government.”*

In light of what is contained in the Constitution, Sustainable Development is defined in the National Environment Management Act (NEMA), 107 of 1998 as “the integration of social, economic and environmental factors into planning, implementation and decision-making so as to ensure that development serves present and future generations”. The concept of sustainable development is based on a core set of principles that should be used in local planning, decision-making and implementation. These principles are:

- Satisfaction of basic human needs such a food, shelter, water, energy
- Satisfaction of basic human needs such a food, shelter, water, energy
- Conservation of biodiversity
- Maintaining and enhancing the health and vitality of natural systems
- Participation of individuals and communities in activities and decisions affecting them
- Support for the development of partnerships: government, community, and private sector
- Concern for future generations (futuraity)
- Ensuring environmental justice: fair distribution of environmental ‘goods’ and ‘bads’

- A systemic approach
- Assessment of alternatives in decision-making
- Accountability
- Recognizing the links between global and local systems
- Use of local knowledge and skills
- Commitment to training and capacity-building at all levels
- Ensuring and supporting monitoring and evaluation
- Proceeding with caution if there is uncertainty with regard to environmental impacts (precautionary principle)
- Adapting human activities to natural cycles and systems
- Understanding the world as a complex web of interconnecting systems and therefore adopting an integrated approach^{16[7]}

The Municipal Systems Act of 2002 requires municipalities to provide services to communities in a financially and environmentally sustainable manner.

Thus, at the local level, the municipality is obliged to ensure that planning and implementation are consistent with the principles of sustainable development. One means of meeting these obligations is through the Integrated Development Planning process.

International agreements such as those arising from the Earth Summit in 1992, the WSSD in 2002, as well as national legislation and policies advocating sustainability principles and approaches provide a framework for integrating sustainability principles into the IDP process.

At the local level, environmental quality and development outcomes often depend on the practices and decisions made by local councils. This is because many environmental problems and concerns are found at the local level, and are impacted either positively or negatively by the way local government makes decisions and acts on them.

Many South African laws and policies now also have sustainable development as a guiding principle. Since local government is responsible for developing and aligning local policies and plans with provincial and national policies, there is a duty to include sustainability principles into these activities.

IDPs are a major planning and management tool for local government and a key tool for achieving sustainability in municipalities. By adopting the principles and approaches of sustainability through the IDP process, local authorities can contribute both to the short and long-term success of local government activities and improve overall levels of sustainable development performance in municipalities.^{17[8]}

Sustainable development at the local level should be driven by a Local Agenda 21 initiative. Agenda 21 is the document developed at the 1992 Rio Earth Summit. It is a global plan of action to stop environmental degradation and promote equitable development. Chapter 28 of this document deals with local government. Local Agenda 21 is a mechanism or process for promoting sustainable development strategies at municipal level. In other words –

“think global and act local.”

^{17[8]} Integrating Sustainability into IDP's, DEAT, 2003

ANNEXURE A

POLICY'S ADOPTED BY COUNCIL

- Electronic Communication
- HIV/AIDS policy at work place
- Travel and Accommodation Policy
- Alienation of stand to religious bodies
- Donations
- Anti-corruption and fraud plan
- Event attendance
- Absent from work
- Commonage land
- Procurement policy
- Delegation of Powers conferred in terms of those section of the MFMA
- Budget Illustrative Policy
- Banking and Investment Policy
- Performance Management Policy
- Bank Reconciliation
- Loan Procedures
- Petty Cash
- Human Resource Policies
- Employment Practice Policy
- HIV/AIDS Policy
- Internal Bursary Policy
- Employment under the Influence of a intoxicating substances Policy
- Legal Aid Policy
- Occupational Health and Safety Policy
- Private work and declaration of interest/s Policy
- Smoking Policy
- Sexual Harassment Policy
- Employment Equity Policy
- Information Security Policy
- Relocation Policy
- Illustrative Intergraded Development Policy
- Financial Management Policy
- Housing Policy
- Customer Care and Revenue Management Policy
- Competence Framework for Financial Management Version I
- Fraud Prevention Plan
- Caravan Park Policy
- Budget Related Policies
- Tariff Policy
- Rates Policy
- Credit Control Policy
- Cash Management and Investment Policy

- Supply Chain Management Policy
- Indigent Policy
- Budget Implementation policy
- Overtime Policy
- Asset Management Policy
- Bad Debt Review Policy
- Recruitment and Selection Policy

ANNEXURE : B

IWMP (summary)

1. **BACKGROUND INFORMATION**

According to Section 11 of the National Environmental Waste Act, (Act 59 of 2008) all municipalities are required to complete an Integrated Waste Management Plan (IWMP). An IWMP provides a framework within which local municipalities can deliver a waste management service to all residents and businesses. This plan follows the following structure:

- Background
- Status Quo
- Desired State
- Gaps
- Listing, Description and Prioritisation of Projects
- Way Forward

The plan needs to cover all aspects of waste management. These are listed under the following headings in each section:

- **Governance** – Policy, by-laws and audits, economic sustainability, institutional issues, staff training, compliance with relevant policy and legislation, managing private sector involvement, engaging NGOs and CBOs interested in the waste field.
- **Waste Avoidance and Reduction** – Minimising waste by not creating the waste in the first place.
- **Treatment and Recycling** – Recycling initiatives in particular for glass, paper and cardboard, tins and cans. Treatment initiatives in particular composting of organics and the reuse of builders' rubble.

- **Collections** – Residential, business, agricultural, medical and industrial waste. Number of people not receiving a waste collection service, public cleansing, equipment and vehicle fleet, route optimisation.
- **Disposal** – Licensing, management, capacity, etc. of landfill sites and dumpsites.
- **Waste Information** – Waste information systems, weighbridges and collections.
- **Education and Awareness** – Public education and awareness initiatives regarding the impact of waste on the environment and people's health and the promotion of sound waste management practices.
- **Financial** – Tariffs, income and expenses, major cost items, debt collection and non-payment for services, funding.

The plan starts with a high-level description of the background information relating to the municipal area. This includes a review of the climate, demographics, economics, etc. The legislative context is also described. Following this the existing waste management process underway in the municipal area are described under each of the headings listed above. This is a status quo analysis.

Desired Future State

The next step in the process was to define strategic objectives and to establish goals that would ensure Kgatelopele Local Municipality (KLM) achieves its objectives. Based on the information available it is suggested the goals as listed below would define the desired state

1. Governance

- Establish an economically sustainable and well managed waste division that uses integrated waste management planning and reporting processes,
- Development of waste policy and by-laws
- Compliance with waste legislation and policy, and development of by-laws and relevant policies
- Strong interaction with NGOs and CBOs interested in the waste field.

2. Waste avoidance and reduction

- A municipality that is aware and actively involved in waste avoidance and reduction.

3. Treatment and recycling

- A well coordinated and growing recycling industry that is efficient and creates opportunities for economic development, especially for entrepreneurs.

4. Collections

- All residents are provided with a basic collection service,
- Collection services are optimised in terms of waste management systems, infrastructure, labour and equipment.

5. Disposal

- The current landfill site is not licensed but is managed by Enviro Serve according to the legal requirements. MIG 966 Solid

Waste Disposal Site has been approved and tenders for the EIA as well as the old and new landfill site have been invited during February 2011.

- Planning for future landfill capacity is in hand,
- No illegal dumpsites being used and the rehabilitation and closure of all unlicensed dumpsites,
- Plan in place to deal with agricultural and mining waste.

6. Waste information

- A waste information system (WIS) for household, industrial, commercial and medical waste that accurately records volumes and types of waste collected, recycled and disposed,
- The WIS feeds into the national WIS and is used to improve performance through the use of Key Performance Indicators (KPIs).

7. Education and awareness

- A well informed Council and Personnel understanding Waste legislation and the requirements and mandates related to Local Government
- A well educated public with a good general awareness of the impacts of waste on people's health and the environment, with appropriate behaviour and values towards waste management.

8. Financial

- A financially stable and sustainable waste management system that offers a good quality service to the consumer at reasonable cost.

Gap Analysis

The gap analysis compares the status quo analysis with the goals and lists the gaps. The gaps identified are listed below:

1. Governance

- No waste policy in place, by-laws have been reviewed recently
- No staff development plan in place
- No active monitoring and evaluation of Enviro-Serv waste management, the waste service provider

2. Waste avoidance and reduction

- Limited progress has been made in KLM towards implementing the ideals of the waste hierarchy. Currently waste management focuses on collection and disposal with little or no emphasis being given to waste reduction, reuse and recycling.
- Limited public awareness initiatives

3. Treatment and recycling

- Limited progress has been made by KLM towards treating and recycling of waste, although several recycling initiatives are planned in collaboration with the mines in the area.

4. Collections

- No gap identified

5. Disposal

- Landfill site unlicensed
- The landfill site management does not meet all the Minimum Requirements for Waste Disposal by Landfill
- No plan in place to deal with agricultural and mining waste.

6. Waste information

- Limited waste information is captured at the landfill sites
- Limited information available regarding waste generation from various sectors
- Waste removal per capita is not formerly measured

7. Education and awareness

- No education and awareness campaigns underway other than the 'Cleanest Town' competition coordinated by Siyanda District.
- Limited public knowledge regarding the impacts of waste

8. Financial

- No assessment made at this stage (awaiting information)
- Poor levels of payment for services
- Lack of internal and external funding
- Tariff setting process not completed according to Section 74 of the Municipal Systems Act (2000)

- No plan in place to encourage entrepreneurship in the waste field

Projects and recommendations

Following the gap analysis a number of projects were identified to fill the gaps and to enable KLM to move towards achieving its goals. Tables were drawn up for each waste management area and projects listed. Initial estimates of timeframes are given and each project is allocated a criticality rating of high, medium or low. Following each table is a short descriptive section where further information regarding the projects is given. Below is a list of the high priority projects identified:

Waste policy and by-laws: The waste policy provides direction to waste management in a municipality while the by-laws provide the legislative power to enforce the vision stated in the policy.

Staff development: Although KLM is not the waste service provider, this working being contracted out, it remains the regulating authority. It is important that staff working in the waste field is well trained so that they can ensure that waste management in the municipality at least meets the minimum legal requirements.

Waste Pickers: Currently there are no waste pickers at the current landfill site due to the methods been used by Enviro Serve the company that operates the landfill site. If it so happen that waste pickers should work at the landfill site in an organized manner the municipality should provide training on health and safety and provide the required safety equipment, fresh water and ablution

facilities. In the medium to long-term Materials Recovery Facilities (MRFs) should be considered. Waste pickers are then moved off the landfill sites and employed in the MRFs.

New landfill site: Planning is already underway for the development of a new landfill site in Danielskuil. It was estimated that the existing landfill site should last for another five years. It is, however, recommended that a more detailed analysis of the likely future lifespan of the existing site be undertaken to reduce the risk of the landfill being full before the new site is ready to receive waste.

Agricultural waste:

- KLM together with Siyanda District Municipality (SDM) educate farmers on how to manage their waste according to the Minimum Requirements for Waste Disposal by Landfill 1998 (DWAF 1998).
- KLM or SDM collect the scrap metal from farms for recycling. This would help to clean up the environment as well as creating a possible business opportunity.
- It is imperative that a plan be put in place to deal with hazardous agricultural waste. KLM should create collection points where farmers can drop off containers that hold hazardous substances. It is important that these containers be separated out from the waste stream and disposed of in a responsible manner.

Waste from mines: As noted in Section **Error! Reference source not found.** all mining activities have some adverse environmental impact that needs to be managed. In terms of waste production mines generally contribute substantially to the waste stream generated both in quantity and diversity of general and hazardous class.

Three main categories of waste emanate from mining and industrial activities, namely:

- Industrial waste (mainly scrap metal, rubber, plastic pipes, wood, mixed inert materials)
- General waste (household, including garden waste, office waste)
- Hazardous waste (oil and greases, filters, chemicals, explosives, and others)

Mines are responsible for their own waste management and are governed by specific mining legislation. Mines are regulated by the Department of Minerals and Energy (DME) and as such local authorities have limited control over matters arising from mining activities. This does not exempt local municipalities from registering their concerns with DME when these arise. Jeffares & Green 2009, p. 20)

The mines are therefore responsible to deal with their own industrial, general and hazardous waste. KLM should engage with the mines as it does with the other businesses in the area. KLM should explore the possibility of providing waste collection services (for general waste) to the mines and charge the mines accordingly for this service. Should a mine wish to dispose of its general waste at the municipal landfill site the mine should be charged for this disposal.

Financial strategy: The financial strategy should look at the following key areas:

1. Proactive invoicing and debtor control.

2. Tariff setting - Municipal tariffs must be set according to processes defined in Section 74 of the Municipal Systems Act (2000).
3. Financial information and reporting – The strategy needs to pay attention to how KLM can improve its level of financial information and reporting.

Way Forward

This report has identified projects that will assist KLM in achieving its waste management goals. The projects have been outlined in the project tables. The next step will be for KLM to systematically work through the proposed projects drafting more detailed project implementation plans and setting target start and end dates for the projects. Several of the projects suggested require further study by way of feasibility or specialist studies. Those projects that should be given immediate attention have been identified through the criticality rating. The target completion dates for the identified projects have been recommended and need to be finalised by the KLM.

ANNEXURE C

ENVIRONMENTAL PLAN OF ACTION

Due to lack of resources, Environmental Management Plans have not yet been developed for Kgatelopele Municipality, however, the IDP has been aligned to the District Municipality's Environmental Management Framework. In addition an Environmental Plan of Action has been developed in collaboration with the National Department of Environmental Affairs (DEA). The table below is a summarised version of the Environmental Action Plan for Kgatelopele developed in collaboration with DEA:

Indicator	Municipal Status	Action Required	Funding Required
Theme 1: Atmosphere & Climate			
Air Quality Licenses	No Air Quality Plan in Place No inventory of air quality licenses exist.	No Immediate Action Required, however, District Municipality to accept Responsibility. Due to the presence of mines in the area, the area was identified as potentially sensitive to air pollution	None
Ambient Air Quality	Currently no Ambient Air Quality is measured; i.e. SO ₂ (PPB)		
Air quality complaints	No complaints are received / responded to		
Greenhouse Gas Emissions	Greenhouse Gas Emissions is in no way measured at present		
Budget spent on Climate Change Research	No provision is made in the current municipal budget for research into climate change and its impact on the IDP	DEA / DENC to provide Capacity Building Programmes to both councillors and officials DEA to assist with sourcing of funding and developing clear ToR for future Climate Change Research	None
Theme 2: Biodiversity and Ecosystem Health			
Areas of conservation importance and local protected areas	See SDF	SDF to be completed and aligned to the IDP and Environmental Plan of Action	None. DEA to assist
Invasive species on municipal land	No document has been compiled to plan the eradication of Alien Invasive Species, i.e. <i>Swarthaak/ Driedoring / Prosopis</i>	Development of Plan to Eradicate Alien Invasive Species	± R 250 000-00

Theme 3: Environmental Governance			
Municipality audited for compliance to NEMA principles	Not all plans, policies and programmes were audited for compliance to NEMA principles	<p>All plans, policies and programmes to be audited for compliance to NEMA principles DEA has developed a Legal Register for Kai !Garib in 2007.</p> <p>This has not yet been explained to the Municipal Council and no reporting is done on this register.</p> <p>DEA to present the Legal Register to the Municipality and to assist the Municipality to measure their compliance according to this Register.</p>	Unknown
IDP aligned to biodiversity policy	Currently the Municipality does not have an SDF in place however, the IDP has been aligned to the National Biodiversity Strategy A Bioregional Plan doesn't exist.	Alignment of SDF with Siyanda SDF and EMF	DEA to assist
Agenda 21	<p>The Municipality have not adopted Agenda 21 or its principles as well as the subsequent World Summit on Sustainable Development 2002 principles No implementation plan for Agenda 21 is available and in use</p> <p>No IDP projects currently included under Agenda 21</p>	<p>Council adoption of Agenda 21, WSSD, as well as National and Provincial SDF's</p> <p>Implementation Plan to be developed for Agenda 21 IDP projects to be included under Agenda 21</p> <p>DEA to assist in all of the above, presenting the different documents to council for approval and aligning it with specific IDP Projects and Strategies</p>	None
Environmental Planning	<p>No Energy and Climate change strategy in place</p> <p>No Air quality management plan in place – Function fulfilled by District / Provincial Department</p>	<p>Energy and Climate Change to be prioritised as part of the IDP</p> <p>No immediate action required. Although the Municipality do conduct Air Quality tests in collaboration with the mines if</p>	Unknown – Clear Budgets to be worked out with the assistance from DEA

	<p>Draft Waste Management Plan in place that is aligned with the Waste Act – to be included in the Siyanda IWMP</p> <p>No Oil Spill Contingency Plan in place – not a current risk or priority</p> <p>Score on the cleanest town competition</p> <p>Water Services Development Plan</p> <p>No Invasive Species Monitoring, Control and Eradication Plan in place</p>	<p>and where necessary</p> <p>Draft IWMP of Kgatelopele and Siyanda to be finalised by the District and adopted by Council for Implementation</p> <p>No immediate action required</p> <p>Participation in cleanest town competition</p> <p>Implementation of WSDP</p> <p>Prioritise invasive species – monitoring, control and eradication as part of the IDP</p>	
Extent of unapproved listed activities	<p>Current activities taking place without the necessary EIA approval is 0</p> <p>Current activities taking place with EIA approval is 0</p>	All relevant projects to undergo an EIA for and ROD	To be included in Project Costing and Business Plans of projects
RODs appealed and amended	No ROD's were appealed and subsequently amended within the Municipal area	No projects requiring an EIA to be implemented before an ROD was received.	
Environmental management and environmental education	No staff is employed by the Municipality for environmental management / education	<p>Municipality to start prioritizing these functions of Environmental Management and Education</p> <p>DEA to render Management assistance as far as possible in collaboration with the DM as well as DENC</p>	Unknown
Theme 4: Environmental Sustainability			
State of Environment Reporting	The municipality did not produce or contribute to a State of the Environment Report –	To adopt Provincial SOER being reviewed at present DEA to assist in aligning the SOER with the Municipal IDP	
Theme 6: Human Settlements and Vulnerability			
Noise pollution	No noise profile has been constructed	Measurement to start if it becomes a	

	Noise pollution not measured	priority	
Access to water and sanitation	3516 households with access to portable water within 200m of dwelling 96% of households with access to portable water within 200m of dwelling	Access to water should be funded through MIG projects Access to proper sanitation and sewerage services is an IDP priority and funding for these projects should be secured through the MIG – new developments Baseline information to become available urgently for planning processes	MIG application
Water-borne diseases per capita	No info available	Should be measured if and where necessary	
Maintenance of waste water infrastructure	Not measured	Should be addressed through the WSDP as well as future Waste Management Plan	
Maintenance of waste water treatment facilities	Not measured	Baseline information to become available urgently for planning purposes	
Theme 6: Inland Water			
Water quality	3 Groundwater monitoring points monitored by Idwala Lime 10% monitored by Municipality is suitable for drinking Suitable for either is not measured. Blue drop status. 4 th in country in 2009 Blue drop status in 2010 Blue drop status in 2011	Measurements to start where lacking	Unknown
Effect of storms	Not measured	Improve Storm Water Management where needed	Unknown
Theme 7: Land			
Listed activities approved	No land use management plan (LUMP) in place Draft Spatial development plan (SDP)	Land Use Management Plans to be compiled and aligned to Siyanda's SDF Spatial Development Plan to be completed and aligned to IDP and Siyanda SDF and EMF	Already calculated above
Theme 8: Municipal Parks & Recreation Areas			

Parks & Recreation Areas	<p>Two Parks in the whole Municipal Area (Area in ha unknown)</p> <p>Operational Budget allocated to parks & recreation areas =R 22 500</p> <p>Capital Budget allocated to parks and recreation areas = 0</p> <p>Total Budget allocated to parks and recreation areas = R 22 500</p>	<p>Development and maintenance of Parks and Recreation Areas to be prioritized and budgeted for if and where needed</p> <p>Baseline information to become available</p>	Unknown
Theme 9 Waste			
General waste per capita per year	<p>8400 cubic metres</p> <p>No recycling programs in place at Idwala Lime or Municipality.</p> <p>Data from other mines not available</p>	<p>General waste to be monitored, and managed more properly</p> <p>Municipality to comply to the new Waste Management Act.</p> <p>DEA to conduct capacity Building programme to inform councillors and officials of their roles and responsibilities with regard to the Act and its Guidelines</p> <p>DEA) in collaboration with DENC and the DM) to assist the Municipality with tools to implement the act, i.e. measuring waste per capita, plan for recycling of waste, licensing existing landfill sites etc.</p>	Part of Operational Budget
General waste recycled		Recycling of Waste to be prioritized and planned for	Unknown
Hazardous waste disposed of per capita per year	Solid Hazardous Waste disposed of at Idwala Lime <10 tons per annum	Management and monitoring of hazardous waste disposal if and where necessary	
Access to waste removal			
Illegal Dumping	<p>3516 households have access to waste removal services (96%)</p> <p>Idwala site not licensed</p> <p>Municipality in process to legalise landfill site</p>	<p>Illegal dumping to be measured.</p> <p>By-laws to be completed and action taken</p> <p>DEA to be contacted in the case of assistance needed</p>	

Landfill sites	1 – not operating according to legislation	<p>All Landfill sites to be licensed and registered</p> <p>Apply for MIG funds to conduct necessary EIA's</p> <p>Where necessary additional landfill to be planned</p> <p>DEA to assist with the process</p>	Unknown
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